

# **FACILITY MANAGEMENT DURING THE 2009 RECESSION: A SNAPSHOT VIEW**

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## FACILITY MANAGEMENT DURING THE GREAT RECESSION: A SNAPSHOT VIEW

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## **SUMMARY**

In 2008 and 2009, the world was shaken by the deepest recession since the Great Depression. This event has forced changes on many industries and professions – including Facility Management. This paper provides a “snapshot view” of how Facility Managers and Facility Management departments are navigating the financial meltdown.

Preliminary research focused on previous recessionary periods, and the impact that they had on the development of Facility Management. In the recessions of the eighties, nineties and two thousands, Facility Managers started professional associations and developed professional certifications for themselves. At the same time, more businesses began utilizing the Facility Management function in order to orchestrate an increasingly complicated (and potentially expensive) built environment. At the same time, the same economic pressures led both to an increase in the use of outsourcing, and a backlog of deferred maintenance. Facility Managers had to be both innovative and flexible to survive in the industry – which has seen little growth in the 2000s.

The main focus of this paper was a survey answered by 119 Facility Managers. In it, they reported on both how their departments were responding to the recession, and also how they were personally managing

their careers during this time. Follow-up questions were also asked of some Facility Managers, to get a more detailed understanding of their answers.

The main strategy that the survey found Facility Management departments turning to during the current recession was deferred maintenance, followed by staffing cuts and contract renegotiations. Facility Managers also reported that they are continuing to shift work to outsourcers – although some FMs reported that they have either outsourced all the work they can, or that there is no way to outsource some of the tasks that they do. In those cases, they focused on doing more work in-house.

Individual Facility Managers tended to have relatively long careers, with about seventy percent being in their positions for longer than three years. Also, of those FMs who reported being unemployed, the majority had only been out of work for less than six months.

Many of the Facility Managers questioned in this survey stated that they believed networking was a key component of their jobs. There were some who disagreed with this, however, believing that technical knowledge has become much more important than a strong social network. About equal numbers of people who had been in their jobs for about a year reported finding those jobs through job-boards as through networking

Most of the Facility Managers who responded to the survey are not aware of any initiatives devoted specifically to helping out-of-work FMs. These groups do exist, however, and some were discovered in the course of researching this paper. It's notable that many Facility Managers appeared to have much more negative view of social networking sites than they do of in-person networking.

The paper concludes by speculating on what the various results mean. While Facility Management departments appear to be laying professionals off, the long tenures and short periods of unemployment may signal that Facility managers are still in demand – even in times of recession. They may actually be more in demand now than in normal times, because of the need to balance multiple needs during a time of constrained spending on both capital and operating budgets. One red flag on the horizon is the perception of new technologies by respondents to this survey. Facility Managers were originally hired to manage costly new technologies in the workplace – this is something that they must continue to do in the future, and if they are not comfortable with changes that are coming, the profession may be bypassed or become marginalized. This may be a generational issue, which will be solved as younger people enter the industry.



## **CHAPTER 1 - INTRODUCTION**

This paper's purpose is to provide a broad view of trends occurring in the Facility Management profession during a time of economic recession. Facility Management is a relatively young industry that – like most professions – is facing great challenges in today's financial turmoil. This paper surveys Facility Managers to gather the strategies they are using to maintain their positions in the profession, and also how their departments are weathering the very real economic storms challenging society.

Data was collected using surveys sent to Facility Managers in North America who belong to the "International Facility Management Association" (IFMA). Other respondents to the same survey were Facility Managers from around the world that followed links posted on the social networking site, "LinkedIn." The responses from LinkedIn help give the survey an international view on how Facility Managers (FMs) are responding to the global economic crisis.

For individual FMs, results suggested the importance of networking, increasing one's professional credibility through certification and other education programs, and a lack of turnover in FM positions (most FMs who responded reported long tenures at their organizations). At the departmental level, it appears that Facility Management teams are focusing more on performing work in-house, deferring more of their

maintenance until some point in the future, and are otherwise looking at any ways they can cut cost.

This paper looks not only at the survey results, but also at some of the historical information about how Facility Managers, their teams, and their professional associations have reacted to previous economic downturns. It also examines some initiatives being floated in the industry today to support Facility Managers during the current recession. Finally, it speculates about what its findings might mean for FMs and their departments in the next few years.

## **CHAPTER 2 – HISTORICAL AND LITERATURE REVIEW**

There is not a lot of academic literature that deals specifically with how Facility Managers and Facility Management teams have handled recessions in the past. This is a little surprising, since Facility Management first began receiving wide-spread recognition as a profession in the United States during the late 70s and early 80s – a time of economic stagnation for that country. The recession of the late 80s and early 90s had further effects on FM – and that is the time period for which most literature that does discuss this issue exists.

Each economic contraction over the past 30 years has caused ever-greater changes to the business world. These changes in turn force those individuals who manage the built environment to adjust to the new business realities – which may have been less pronounced or possibly may not even have existed before. In their book, *Facility Management* (2006), Rondeau, Brown, and Lapides write:

One result of this business crisis and upheaval in U.S. companies was the evolutionary management of scarce resources—the transition to managing facilities as an asset. Facility management as a practice and profession is continuing to evolve and provide management services that meet strategic long-range and short-term corporate requirements. These business practices combine proven and innovative methods and techniques with the most current technical knowledge to achieve humane, productive and cost-effective work environments. Strong central threads of quality of life, cost-effectiveness, flexibility, and environmental considerations run through the technical components of the practice. In most cases, facility professionals are corporate

generalists or boundary spanners who recruit and manage a variety of specialists such as in-house staff, consultants, or outsourcing firms.

Through literature review and personal interviews, this line of thought – that posits Facility Managers moving from specialists who knew a lot about specific building operations to generalists who manage a team of (often outsourced) professionals in a way that meets the business needs of their organization – is one appears again and again. One interesting point to back up Rondeau, et al's statement is that the Certified Facility Manager (CFM) designation offered by IFMA tests its applicants on nine core competencies, many of which do not directly involve either building operations or mechanical systems (IFMA, 2008)

Rondeau, Brown and Lapides go on to discuss how Facility Management departments themselves are deeply affected by the constant pressure to “do more with less” as their organizations try to focus more on their core business (and less on maintaining their facilities). They describe the process as follows:

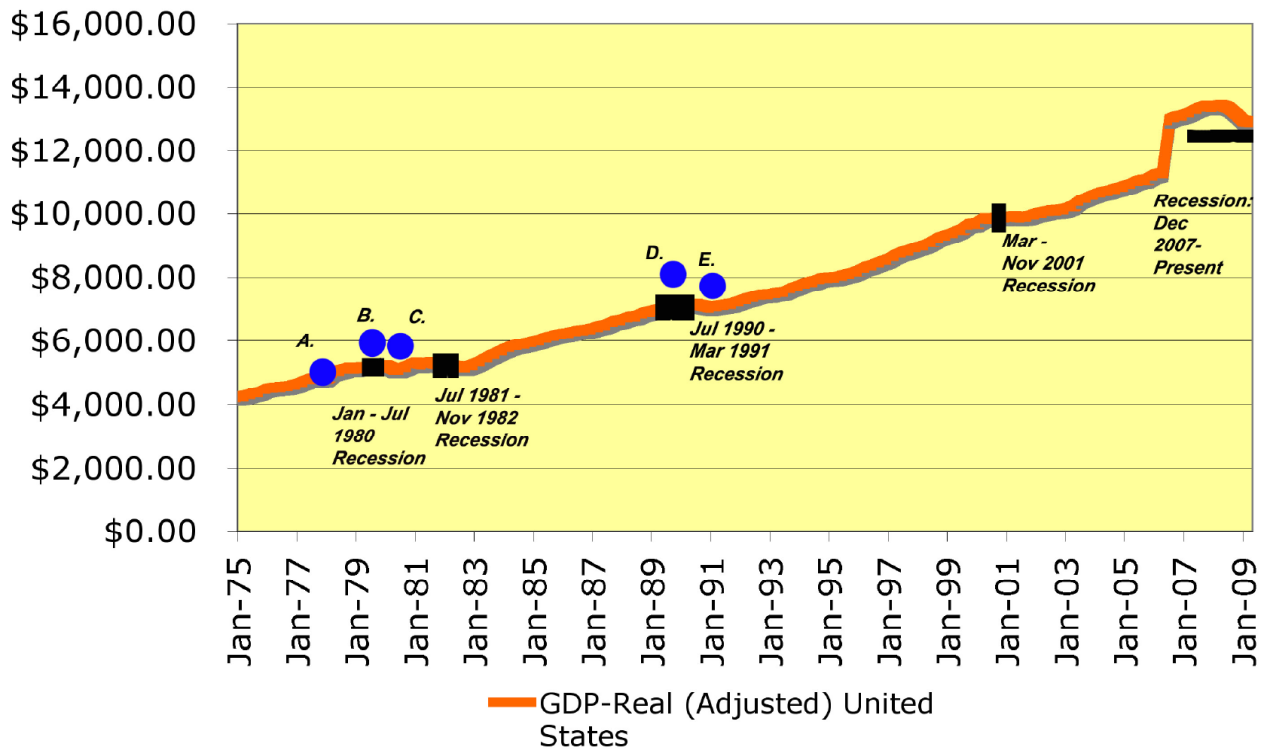
The facility management profession continues to change and evolve. Corporate mergers and buyouts have required facility professionals to compete for limited career opportunities and to become more proactive within their organizations. The recession of the 1990s and early 2000s taught facility professionals some hard lessons. To remain in business and excel, we must have informed and knowledgeable service partners in the facility management process who are trained, educated and prepared to address the challenges and opportunities that await them.

The trend of outsourcing facility management and other corporate services continues as organizations seek to focus long-term personnel and resources on core business requirements.

Outsourcing has changed the way management and service providers look at the in-house staff because these same support employees—with little advance notice—may become outsourced employees as service providers or contract consultants.

The pressure to reduce staff costs through downsizing, which continued into the early 2000s, has been replaced by programs to actively reduce all real estate and facility management expenses. We find that senior executives in many corporations are requiring reductions in annual operational costs in the range of 10 to 30 percent from the previous year's operational costs—and all without loss in the quality of real estate and facility services provided. To achieve these savings, many corporate real estate and facility professionals have had to become agents and leaders of change. (2006)

This push towards an increased focus on professionalization and its relationship to economic factors is demonstrated in a concrete example by looking at a chart plotting the major milestones in the Facility Management industry over the past 30 years and seeing how they coincide with American recessions. Figure 1 provides an economic trend-line showing recessions in the US compared with some significant innovations in the Facility Management industry. One of the first forums to address Facility Management was hosted by Herman Miller during the 1978 recession. A few years later, during the 1980 recession, IFMA was founded (originally called the “National Facility Management Association” or NFMA) – later that year, the organization held its first convention, the National Facility Management Conference. A few years later, while the country was going through another recessionary period in



**Figure 1 – US GDP & Events in FM History  
1975 –Present**

**Key**

- A. Dec. 1978: Herman Miller Hosts "Facility Influence on Productivity" Conference
- B. May 1980: National Facility Management Institute Founded
- C. October 1980: First National Facility Management Conference
- D. 1990: IFMA Foundation established
- E. 1992: Certified Facility Manager program established

*Information on IFMA events gathered from Best, de Valence & Langston (2003)*

*Information on US GDP taken from Data360 (2009)*

the early 1990s, IFMA created the IFMA Foundation in 1990 and two years later created a professional certification program – the Certified Facility Manager or CFM (Best, de Valence & Langston 2003). Not shown in Figure 1 is the trend toward outsourcing and a need to decrease the company's footprint within a building (because of cost constraints). Those factors are also important, however, and will most likely follow a similar pattern in relation to economic cycles.

In a recent interview, Christine Neldon—a former IFMA President and a trailblazer for women in the field—stated that she believes that it is technological change and the increasing complexity involved in operating the modern workplace that has led to many innovations in the field (C. Neldon, personal communication, September 5, 2009). She states:

To me the economic aspect of the 80s was not so much the recession as it was [that] you had all these different things competing for the dollars. Because before, literally if you had a phone, if you had a chair, if you had a desk – you had an office. And, you had to have a phone system, and you had to have a computer, and you had to have a calculator – a fancy calculator. You had to have all these other pieces, and yet the bucket of dollars did not grow. So there was your economic crisis

For the purposes of this paper, in trying to tie what was happening during the 80s and 90s back to the present situation, the question becomes, “did the economic hard times of early-80s and early-90s force changes on Facility Management faster than they might have taken place

otherwise?" Neldon's ultimate insight is that the real challenge for Facility Management was the need to do more with less:

Companies had all this stuff they had to buy, and yet they didn't have the money they needed to make the investment. And so they had to turn on "how can I make my real estate cheaper? How can I make my furniture cheaper?" – cubicles! How can I do all these things to leverage this pot of dollars that hasn't gotten bigger?

While technological change was ultimately the driving factor in this change, it was the tough economic choices it presented that made facility management have to develop right along with it. Those choices were exacerbated during recessionary periods, and may be the reason that the facility management industry saw some changes during those periods.

A 1992 article by Bruce Lloyd in the journal *Facilities* mainly agrees with Neldon's analysis. In it, Lloyd writes:

In the short term, most companies (except those which are cash rich, either by accident or design) are desperately attempting to come to terms with lower revenues and higher costs (particularly interest charges) than they had predicted a few years earlier. It was the severity of the rate of change of future expectations, and the inability to adjust easily to it, that produced the traumatic consequences, rather than the new situation itself. By the end of the 1980s companies had been investing heavily in expansion, whether it was plant, equipment, acquisitions or facilities. Today, many of these expansion plans are draining cash flow to the point where corporate survival is put at risk; hence cutbacks in almost every direction.

This lends some credence to the idea that in times of economic recession, companies do tend to cut back on their facility budgets, forcing innovations from those in the facility management field. Lloyd goes on to



describe the method many companies were following at this time for managing their facilities in this time of change:

Most organizations are probably operating within the classical 80:20 rule for both physical and people assets; a pattern which results in approximately 80 per cent of the direct productive output and profitability coming from 20 per cent of the physical assets and people activities, while the other 80 per cent is essentially involved in the support system/facilities. It is here that the pressure for new thinking and rationalization is invariably required. Some companies have taken small steps in the direction of improving their asset management performance; some have appointed asset management directors; some are attempting to produce an asset based "value added" analysis; some are selling off or contracting out various facility-based activities (Lloyd 1992).

This was really the time that outsourcing – which will be discussed in more detail a little later on – became a looming presence on facility management's horizon.

In 1992, Furniture maker, Steelcase, conducted a survey of the Canadian workplace. They had conducted similar studies over the years, and found that – during the recessionary period between 1989 and 1992, Facility Management went from being a function reported by 36% of Canadian executives as one their companies maintained to one that was maintained by 60% of their organizations! (Anonymous, 1992). Again – as the complexity of workplaces grew and the corporate pocketbooks shrank, it became imperative to have someone (a Facility Manager) in charge who understood the various moving pieces and who could "do more with less." A similar effect was noted in an early-90s journal article about hotel managers who turned to Facility Management as a way to

get through that period's recession and as a way to make a more efficient use of their resources (Parry & Collins, 1993).

It was during this time, that many Facility Managers realized it did not make sense for their departments to perform certain routine, high volume services like running mail-rooms, janitorial or food-service in-house anymore. Not when an outsourcing company could do it for them for the same price (or less) and with more flexibility. Anna Kedefors and Jan Brochner (2004) list the three main sources of cost reduction from outsourcing:

1. Outside providers have a lower cost structure
2. Transfer of assets such as facilities, equipment and vehicles to a service provider results in cash payment
3. It reduces the need to invest in non-core business functions.

This process began in a piecemeal manner in the 1990s. As Walter Kleeman writes in a 1994 article about a (then-recent) IFMA study, most companies just outsourced specific functions – not the whole Facility Management operation.

Although the overwhelming majority of respondents out-task/outsource at least one service, only seven percent reported that their companies outsource or out-task total FM functions". The top five functions most often outsourced/out-tasked are housekeeping (81 per cent), architectural design (75 per cent), ground maintenance (68 per cent), food service (64 per cent) and security (60 per cent).

Typically, part of an outsourced/out-tasked function is kept in-house, those most likely to be turned over completely to an outside provider are food service (95 per cent), ground maintenance (78 per cent), housekeeping (73 per cent) and library services (67 per cent).

In the 2000s, this trend has only continued. In fact, it has likely accelerated during the current economic crisis. Writing in the January 2009 issue of *Buildings*, Mika Iannelli reports that use of Facilities Management outsourcing firms in commercially owned buildings has increased from three to fifteen percent this decade. Iannelli goes on to discuss how even FM outsourcers are being pushed by the business and economic environment – focusing more on acquiring large national and global footprints, focusing on providing security services, increasing the number of services they offer in general and through going green.

The increased demand for company funds to be spent on the facility was not solely an effect of technological innovation and recession. In 1990, the US government passed the Americans with Disabilities Act; requiring building-owners to meet certain minimum standards of accessibility for people with disabilities. This was yet another expense that drew from the facility manager's budget. Eric Teicholz wrote about the result of this in the journal *Facilities*:

Buildings have been seriously neglected from a maintenance perspective over a number of years, either because scarce funds were directed to non-facility purposes or because budgets have been used for facility changes at the expense of ongoing maintenance and repairs. This deferred maintenance backlog is now coming back to "haunt" institutions.  
(Teicholz, 1995)

This deferral of maintenance and the threat of non-compliance with the ADA made it necessary for companies to not only invest in their facilities

departments, but also made it imperative for those facility departments to “work smarter.”

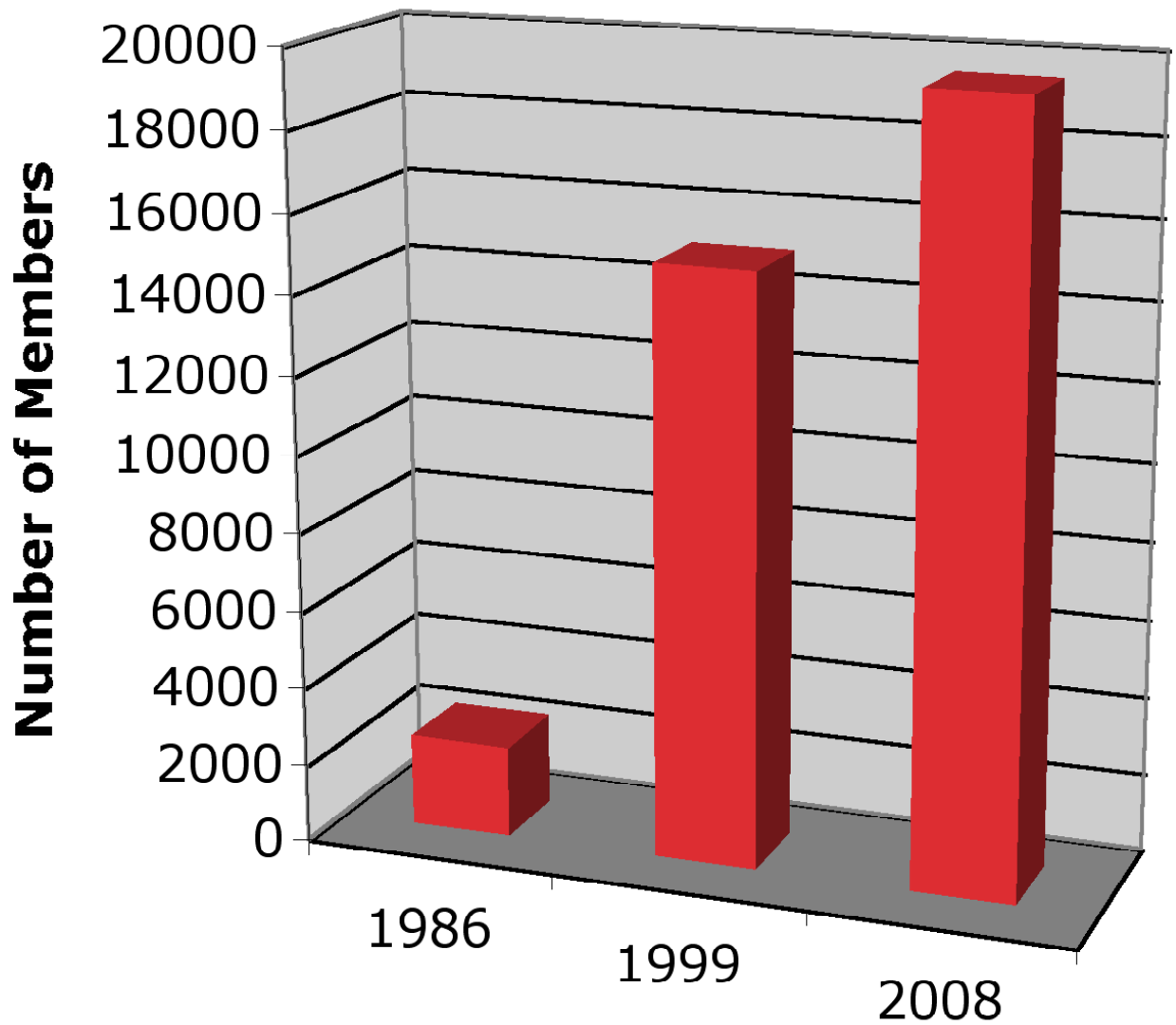
One of the ways that Facility departments began working smarter to more effectively use their resources was the introduction of Computer Aided Facility Management (CAFM) systems for space planning and Computerized Maintenance Management Systems (CMMS) for asset inventory tracking, maintenance scheduling, and other complex tasks. In an article on Operations and Maintenance, Graham Lane writes:

The value from a CMMS comes through its integration with other systems. The object is to create a “value network” within the organization allowing the digital flow of information between facility manager’s customers and suppliers. This organization cannot create this network overnight and therefore the planning and implementation for an enterprise CMMS requires up-front planning to develop a detailed implementation plan that spans multiple phases and fiscal years. (Thomas, 2001)

In the 80s, 90s and 00s, the increasingly complex systems involved in a building's facilities, along with the requirement to manage those systems with a limited budget and to Federal standards, made CMMS and CAFM systems more necessary than ever before.

Increasing professionalization of Facility Management originally meant growth for IFMA – which went from fewer than 2500 members in 1985 to about 17000 in 2000 (Best, de Valence, & Langston, 2003). While this growth occurred very quickly, it has slowed quite a bit over the past decade. By the end of 2008, the group had only grown by only a few thousand more members to 19,360 (IFMA, 2008) – see Figure 2. This may

be due to the fact that the requirements of facility management have become more stringent, and the corporate world has grown leaner –



**Figure 2 – IFMA Membership Growth from 1986 – 2008**

*Data taken from Workplace Strategies and Facility Management, by de Best & Valence (2003) and the IFMA 2008 Report*

forcing out many individuals who do not have the necessary skills to remain competitive.

After the recession of 2000, increasingly complex requirements were placed on Facility Managers in the business world. These included a smaller number of positions, and a requirement for a higher skill-level. When considering these factors, it is unsurprising that the growth of IFMA slowed in the last decade. Rondeau et al. describe the factors that have been accelerating this decade as follows:

- Globalization of real estate portfolios and associated facility management strategies
  - Total energy management—addressing supply, demand, and operational energy management issues as an integrated solution
  - Performance-based contracts—partnerships designed to create incentive and reward innovation.
  - Focus on workplace management rather than asset management only
  - Bundling and integration of services that affect the workplace environment – proximity (workplace configuration and move management), connectivity (IT/LAN), and comfort (HVAC)
  - Service levels rather than performance specifications
  - Setting up and maintaining a balanced scorecard process to measure performance against goals and regularly reporting this information to customers
  - Implementing a Six Sigma program as a measure of quality that strives for near perfection.
  - The Sarbanes-Oxley Act of 2002—a federal law that created a new era in financial reporting for public companies. The facility professional must consider practical means of assisting companies to comply with this important federal legislation
  - The importance of energy and environmental design and Leadership in Energy and Environmental Design (LEED) as developed by the US Green Building Council.
- (Rondeau, Brown & Lapides, 2006)

In a 2009 conversation with Rondeau, he stated that he anticipates these trends to accelerate, and that he believes the number of facility management jobs will continue to shrink, with the requirements placed on them increasing in complexity. Rondeau speculates that an increasing focus on corporate real estate is the direction that organizations like IFMA will need to begin moving in to continue to serve their members as the economy restructures both society and the FM industry.



### **CHAPTER 3 – METHODOLOGY**

In order to discover how current economics are affecting Facility Managers and their profession, a web-based survey about the current practices and attitudes of Facility Managers was conducted. The poll was done by using directory listings from the International Facility Management Association's website. Facility Managers from California, British Columbia, Michigan, New York, Arizona, North and South Dakota were randomly sent an e-mail asking them to complete the survey, along with a link to the survey's website. A total of 119 people answered the survey. Sixty-two IFMA members (requests were sent to 458) responded to the questionnaire – a 13% response rate from that group. An additional 57 responded via the website LinkedIn, where requests for participation were posted in various affinity groups pertaining to Facility Management.

The survey mainly asked questions having to do with the strategy of FM departments for surviving the recession and also with questions about how Facility Managers are managing their careers. The survey itself consisted of the questions listed in table 1

In regards to LinkedIn, it should be noted that many respondents from that website were from all over the world. They self-reported they were from India, South Africa, the United Kingdom and Australia, as

**Table 1 – Survey Questions**

- Do you consider yourself a Facility Manager?
- Are you currently employed?
- If you are not employed, how long have you been searching for a position?
- If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession?
- Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them.
- If you were hired for your current job within the past year, what method did you use to find it?
- If you are employed, how many years have you worked for the same employer?
- Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them:
- What role do you see social networking playing in your work as a facility manager? Please explain
- Do you mind being contacted for an interview? If so, please leave your e-mail address here.

well as the United States – helping to bring some international perspective to this paper. The next chapter provides a compilation of the results of the surveys and what was done.

## **CHAPTER 4 – RESULTS**

This chapter looks at the results of the survey; looking back, in many cases, to see if previous research might shine some light on what those results show us. Most questions that were asked on the survey get a separate sub-chapter. The data was gathered using an excel spreadsheet that recorded the responses and allowed easy sorting and totaling each result. Figures 3 through 10 are used to provide an “at-a-glance” view of the data and were also created using Excel.

Most of the data gleaned from this survey does not provide conclusive proof about any particular trends. It does point, however, toward some currents in the industry that deserve a closer look – they are brief snapshots in time illustrating how a specific group of Facility Managers are handling the recession. Because of the relatively small sample size, it is conceivable that studies capturing other groups of Facility Managers may have different findings.

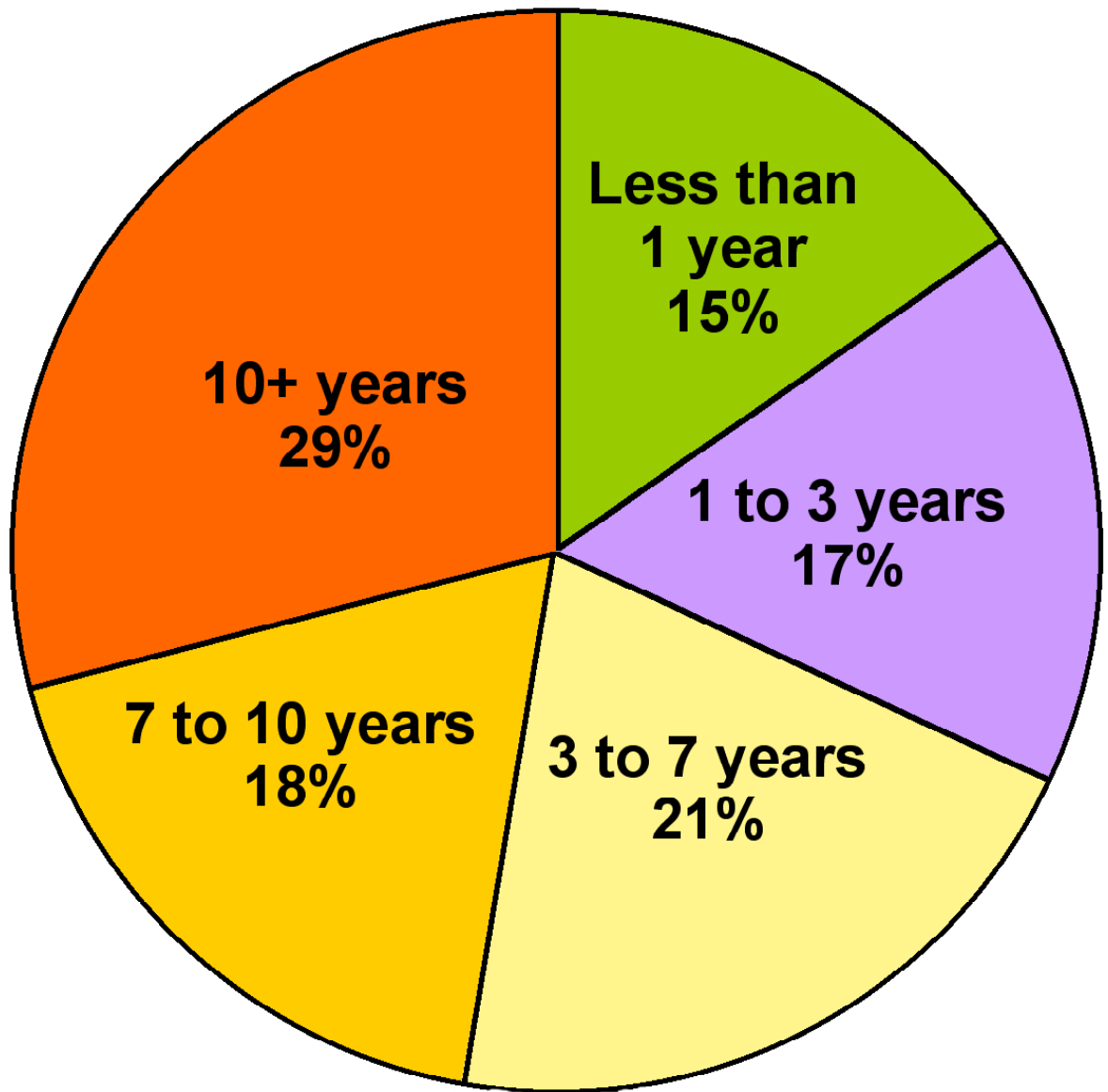
Supplementing the data and charts generated from the surveys are statements from Facility Managers that were given both at the time the original survey was taken, and also in follow-up questions e-mailed to those respondents who said they were willing to be contacted again. These ethnographic responses add depth and

breadth to the data that was collected, and help to shine a light on what their original responses might mean.

#### **4.1 – FM Length of Tenure**

Most of the employed Facility Managers who responded to the survey gave information about the length of time they have worked for their current employers. A total of 72 people responded to this question. Of those, twenty one had been working for the same employer for over 10 years. Thirteen had been working from 7 to 10 years. Fifteen had been working from 3 to 7 years. Twelve had been working from 1 to 3 years. Eleven had been at their jobs for less than 1 year. Figure 3 is a pie chart of the data just described. Each segment is represented by a different slice of the pie.

As illustrated in Figure 3, nearly 50 percent of Facility Managers have been at their jobs for over 7 years – only 15% have been at their jobs less than 1 year. The limited number of people who have been in their jobs for less than a year may point to the fact that not a lot of facility managers are being hired right now – hence the relatively low number of FMs who are new in their jobs. One respondent to the survey backed this theory up by writing, “We have held off filling vacant positions and delayed some larger construction projects.” One might expect the number of Facility Managers in their



**Figure 3 – Length of Tenure for Employed FMs  
(at the same company)**

jobs for less than a year to increase as the economy gets better and deferred hiring decisions are finally made. Another factor may just be that many FMs have a tendency to stay in their jobs for long periods of time, and there is not a lot of turnover in the profession.

These numbers may also reflect an older population of FMs than the general workforce. People born before 1965 make up about 55 percent of the total workforce, and tend to have longer tenures at companies. Those born after 1964, tend to have much shorter tenures (Dychtwald & Erickson, 2006). There may just be a disproportionate number of boomers in the FM profession. A later sub-chapter speculates how this might affect Facility Management's long-term prospects.

There is another side to the downturn and its effect on those working in Facility Management – several respondents to the survey mentioned being either laid off and replaced by less experienced FMs or coming in and replacing FMs with a long tenure. For example, one respondent reports the following about his or her job:

As part of leaning out upper management, over 60 years in age, my position as Facilities Manager for a large manufacturing facility was eliminated and awarded to a less qualified subordinate. The market is extremely lean at this time for FM's.

Another, somewhat more bitter, respondent made a similar comment:

Laid me off, hired a cheaper FM and assumed some of the more higher functions (now they have a puppet!)



Not all of the reaction was from the perspective of a fired Facility Manager, however. Another individual reported taking over the position of a long-tenured employee:

I replaced a FM with 9 years exp. He had little hands on exp. And was specialized in management not in operational maintenance. The last I heard he was still unemployed after 10 months.

The overall impression is that even those Facility Managers with a long tenure at their companies are not “safe” from lay-offs and may lose their job to younger, lower-paid individuals.

Even so, the data appears to suggest that Facility Managers jobs have remained relatively stable in this turbulent economy. There are some challenges – it does not appear that many jobs are opening up in the profession; there are also some FMs with years of experience who are suddenly finding themselves on the job market. Overall, though, the responses to this question make Facility Management appear to be a fairly steady profession in terms of one's tenure in it. The sample – taken largely from people who are involved in a professional association or an online networking site – may have some influence on this survey result as well.

## **4.2 – Facility Managers in Career Transition**

Just 17 of the respondents to this survey stated that they are currently out-of-work. The low number of those reporting that they are looking for work may stem from a number of reasons. First and foremost, since IFMA members were targeted as a substantial group of survey-takers, those are people who are more likely to be employed. The IFMA dues of several hundred dollars are often covered by a FM's employer, and may not be affordable after a lay-off

Whatever the reason for the relatively low number of respondents reporting to be out of work, the breakdown in terms of the length of time each of these people had been unemployed are as follows:

- Under 6 Months – 12
- 6 Months to 1 Year – 2
- 1 to 2 Years – 2
- Over 2 Years – 1

These results are illustrated in Figure 4. The interesting thing about these numbers is that the majority of those looking for work – 70 percent – have been searching for less than 6 months. As mentioned already, there are some caveats about these numbers, but they are still interesting.

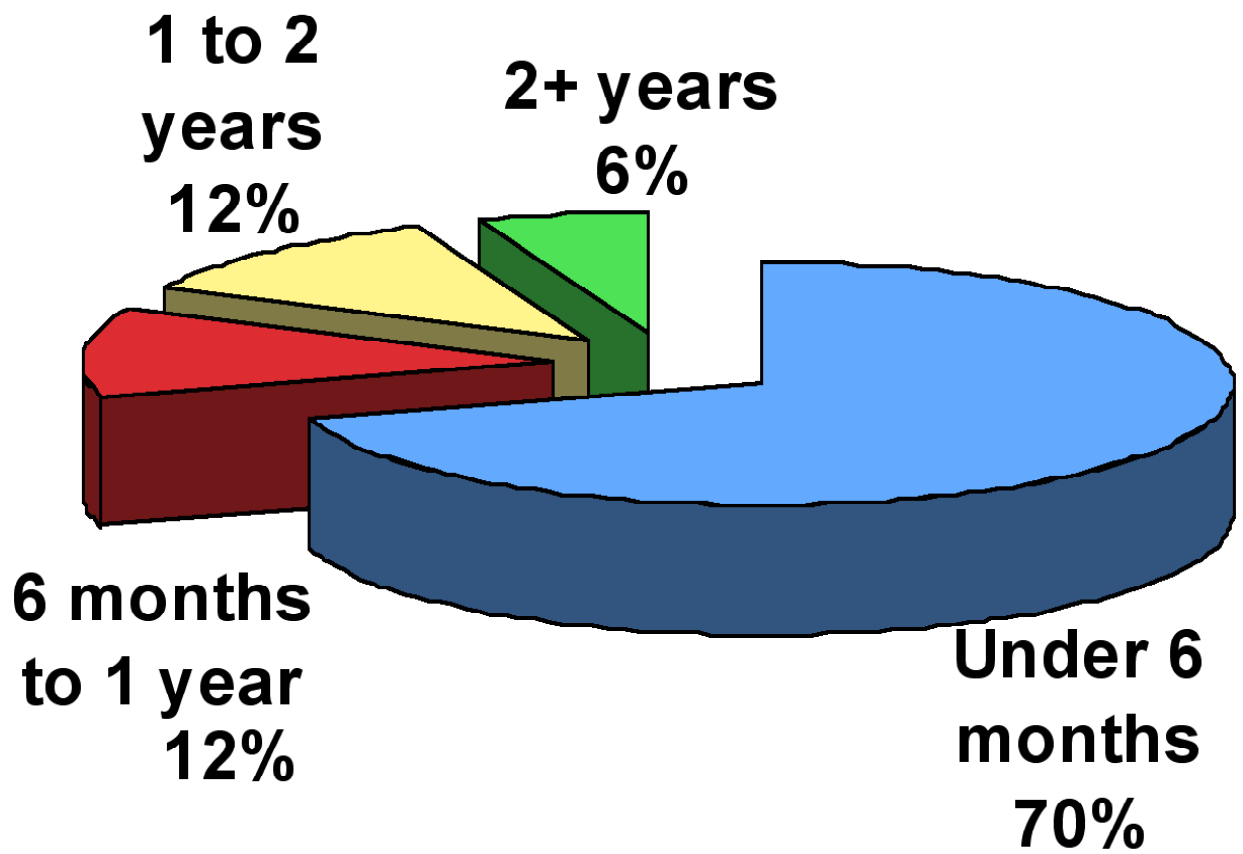


Figure 4 – Length of Time FMs have been Out-of-Work

The fact that so many of those who responded to this question have only been searching for a new job for fewer than 6 months supports information presented in the previous chapter about the length of tenure for FMs. At least among the people who answered this survey, Facility Managers appear to find jobs quickly and once they find those jobs, they stay in them for some time. It is hard to make too many conclusions on this point, however, because of the small number of individuals who answered this question, and also because of the way their answers were gathered.

What is known about Facility Managers who are looking for a job through this current economic cycle is that they are falling back on networks and professional associations that did not exist prior to the early 1980s. Considering about half the sample was pulled from IFMA members, it is not surprising that many of them pointed to the organization as an important resource for networking and job search for Facility Managers. What is interesting, though, is that a number of the respondents from the online networking site, LinkedIn, also referred to IFMA as an important asset.

Several of the respondents to this question discussed their job-seeking strategies. The majority of these either listed IFMA in particular or at least networking in general. A few of the responses on this subject follow:

"IFMA has their career website. And, the NY chapter has a career group that has meetings and forwards emails of open positions."

"Social Networking is important for Facility Managers working in the field and those looking for employment. Those working in the field can share information, benchmarking, etc. and those seeking employment may be able to get leads for job openings from other Facility Managers that may be aware of an upcoming job opportunity."

"Becoming a member of IFMA and utilizing the job line; Also, becoming a CFM (if not already) since that will make them stand out better among many candidates for the same position"

Outside of the survey, in interviews and associated research about how Facility Management associations are responding to the recession, similar comments were found. Facility Management associations like IFMA have an incentive to keep their members in the profession, and some of its chapters have instituted a number of programs aimed at that. One of these is the issuance of professional designations.

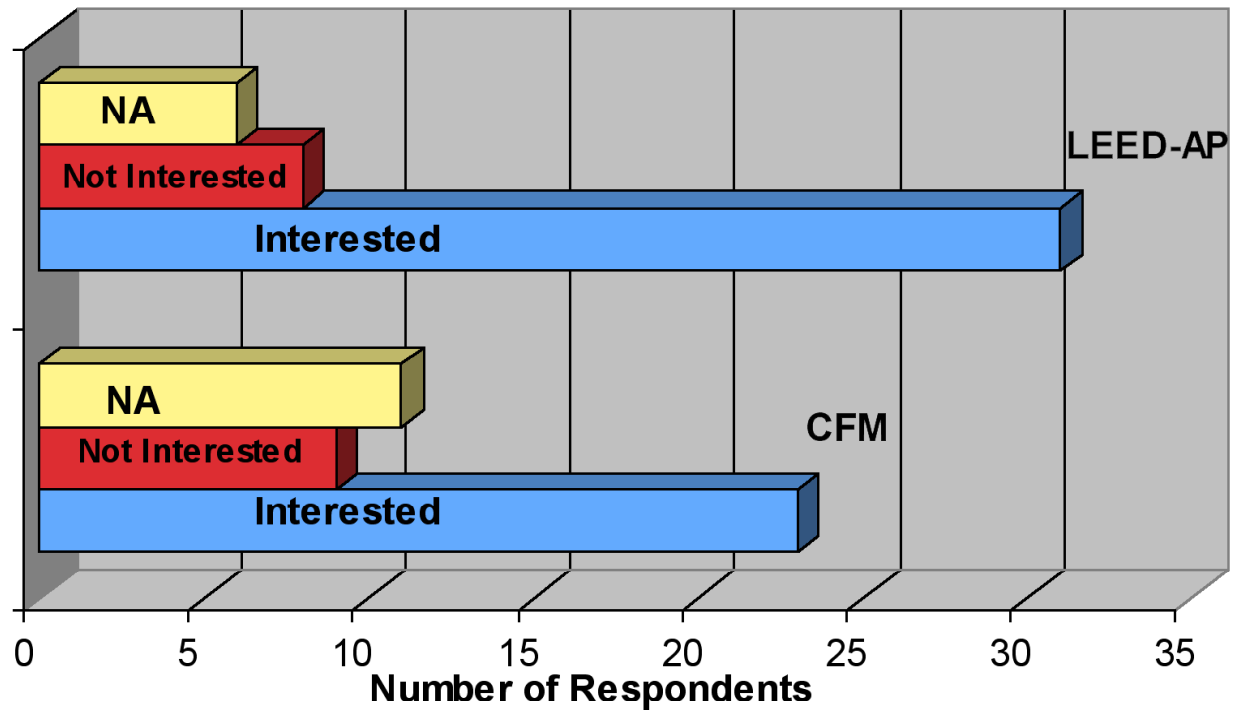
Professional designations have been an important tool for Facility Managers to both find jobs and prove their value to companies since at least the early-90s, when the Certified Facility Manager (CFM) Exam was created. The importance of professional designations has only grown stronger since then, with several of the survey respondents mentioning them as a tool in both providing credibility within their organizations and also as a marketing tool when searching for a job. One commenter advised that out-of-work FMs should consider "becoming a CFM (if not already) since that will make them stand out

better among many candidates for the same position." Another suggested that FMs begin "specialising on green initiatives, Occupational Health and Safety and project management as additional skills."

In Atlanta, that city's local IFMA chapter offers several educational opportunities meant to assist FMs in developing their skills and being ready to find their next career opportunity. In 2009, in addition to an already scheduled training class for the Certified Facility Management exam, the Atlanta chapter offered its members a training class for taking the LEED-AP exam – the passing of which awards a designation which signifies that its bearer has exceptional knowledge about sustainable building practices.

There were a number of factors that went into the Atlanta chapter starting a LEED-AP class. In the 2000s, sustainability and "green" design have become much more important to people in the work-place. Since there is more concern and attention being focused on these issues, Facility Managers are also much more attentive to them.

Illustrative of this general trend, in the Spring of 2009, the IFMA Atlanta chapter did a survey of its members to see what they would find valuable in terms of educational opportunities - see Figure 5. By



**Figure 5 – Interest in LEED-AP vs. CFM in Early 2009**  
*(Survey by Atlanta Chapter of IFMA)*

an overwhelming majority—68.9%—their survey-takers wanted to see the chapter offer a class to help them get LEED certified. In these uncertain times, it was a necessary component for an FM's strategy to prove he or she was a valuable asset to the organization. By contrast, interest in CFM study exams was at just over 50%. (IFMA Atlanta, 2009)

The lower number of people interested in taking the CFM does not necessarily mean that there is less interest in that certification. Some of the people who took the survey above may have been vendors who serve the FM industry – they may have a legitimate business reason to get the LEED-AP, but it would not make sense for that segment of people to get the CFM. In addition, the CFM has been around for much longer, and has been heavily promoted to IFMA members and their companies. Its value has been established, and many of them may have already achieved that designation. The number of people not interested in either designation was the same at 9 people each (out of the total 63 who responded to the survey), as shown in Figure 5.

The importance of this data is to show how much interest Facility Managers have in any type of Certification. The CFM was created during the rough economic times of the early-1990s. The LEED Accredited Professional certification was created in 2001 during another economic low-point in North America (Templeton, 2009). For having started from



nothing less than 10 and 20 years ago respectively, it is impressive how important these types of programs are now to Facility Managers as the data above shows. They have become important tools to show a FM's value and to increase job security.

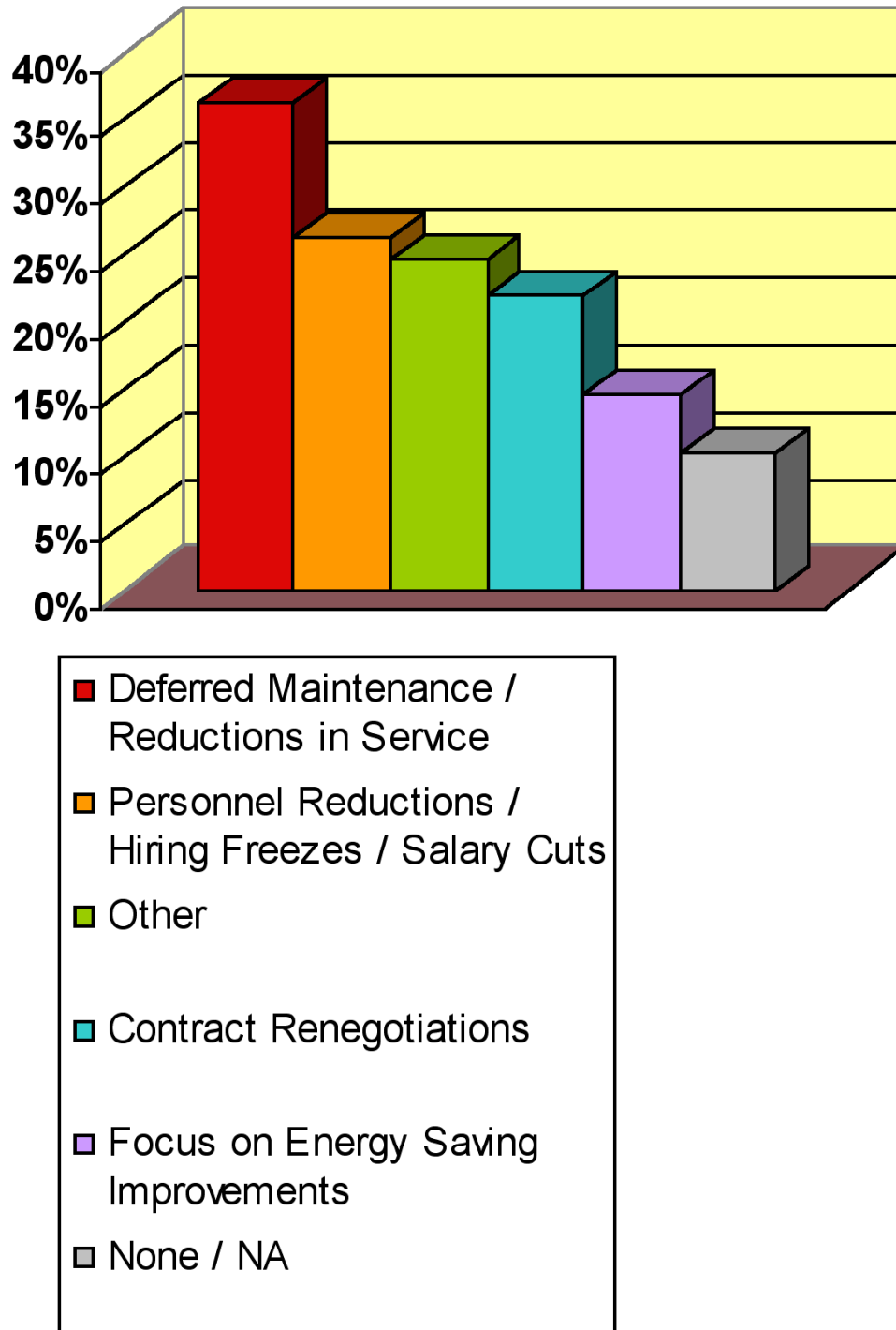
### **4.3 – Facility Management Department Strategies for Surviving the Recession**

Facilities are the second-highest cost of doing business – right behind people-related costs like salary and benefits (Cotts, Roper & Payant, 2010). It is probably because of this, that so many Facility Managers who answered this paper's survey signaled that they were conducting some sort of cost-cutting technique within their organizations.

In the survey, 69 individuals responded to the question “Has your FM department undertaken any special strategies for surviving the economic downturn?” They listed various strategies their departments were taking to save resources, as shown in Figure 6. These were answered in a short-essay format. Each answer was assigned to one or more of the following categories:

- Deferred Maintenance / Reductions in Service
- Personnel Reductions / Hiring Freezes / Salary Cuts
- Other
- Contract Renegotiations with Vendors
- Focus on Energy Saving Improvements
- None / NA

There were a total of 92 answers from 69 respondents, with some FMs carrying out multiple strategies.



**Figure 6 – Survival Strategies used by departments in the 2008-2009 Recession**

By far, the most common strategy for FM departments (over 36%) was deferred maintenance or other reductions in service. This marks a return to the situation mentioned earlier in this paper about the recession of the 1990s – FM departments are being forced to put off any work that is not an absolute necessity. While this works in the short-term, it can lead to problems in the longer-term. A recent article from Facilities Manager magazine (Kaiser, 2004) gives the following definition of “deferred maintenance:

- Piecemeal approach to capital planning without linkages between strategic and operational planning
- Chronic resource shortage
- Inadequate management policies and practices, plus internal politics;
- Misunderstood and misapplied needs assessment methodologies and tools;
- Unrealistic financial planning;
- Lack of performance measures.

A high level of deferred maintenance can lead to rapid deterioration of the physical infrastructure and become a significant cost factor in the future of the facility (Jolicoer & Barrett 2004). In the current environment, though, many Facility Managers do not have any choice.

The real problem with deferred maintenance is that it creates a situation that is essentially a ticking time-bomb for Facility Managers. Even though some of the items reported – one comment was “cleaning wood doors and furniture will be postponed” – may not seem like a huge deal, putting them off will create larger issues that will need to be dealt with

down the road. This maintenance cannot be deferred forever, and eventually all of those delayed projects will need to be initiated – possibly for more money than would have been spent on them originally. A recent report published by the Association of Physical Plant Administrators of Universities and Colleges stated:

The initial planning, design, and construction costs of a facility [. . .] consume so much time and labor that the long-term impacts of actually operating the buildings are deferred to a later time and left for others to worry about. Once conceived and built, however, these facilities take on a life of their own – often a very long and even permanent life – which requires costs that far exceed initial design and construction (Rose, Dempsey, & Schneider, 2007).

At some point, in the not-so-distant future, FMs are going to be severely stretched by all the maintenance that has been delayed. Whether there is a recession or not, that work will need to be done, and it will cut into other parts of their budgets. This deferred maintenance may also have a negative effect on the overall corporation; with a poorly maintained facility causing unexpected problems that could prevent the company's core business from getting done.

As stated earlier, the biggest costs of doing business for any organization are those associated with its employees. Cost reductions related to personnel were the second most common strategy FM departments have been taking in this latest recession to make ends meet. It was identified as a step being taken by twenty six percent of the Facility Managers who responded.

Many of the respondents left somewhat lengthy, and occasionally colorful comments about this particular effect of the economy on Facility Management. They go over several different ways that FM departments are managing their people costs – from layoffs to wage cuts to hiring freezes. One survey-taker wrote of their strategies,

Cut out the 401k match  
Salary cuts of 5% for everyone below  
Director level  
Reduction of services to the building users

Another wrote about how lay-offs were forcing an increase in productivity from the department's remaining staff-members:

Laid off one [full-time] and one [part-time] position; [a] manager and [a] tech. Combined both jobs into one FM Coordinator position at a rate of pay that is lower than the [manager] but based on 40 hrs higher than the PT tech.

There were also a few comments from individuals whose jobs actually had been lost in the recent downturn:

Laid me off, hired a cheaper FM and assumed some of the [...] higher functions (now they have a puppet!)

When looking at these results, it appears that some things in the FM labor market are changing. While jobs in the profession seem relatively stable, there seems to be a trend towards using lower-paying FM who are expected to work more than their counterparts who have been in the profession longer.

There is some danger for the profession in this situation. In 1996, the journal *Facilities* wrote a précis of a speech by Charles Heckshire – a labor researcher. In that article, Heckshire posits that layoffs and restructuring

are both counter-productive. It can lead to the remaining members of the department becoming disengaged from the organization's core purpose because they are too focused on the possibility of losing their own jobs. This is a danger for FM departments in this current economic situation, and may already be affecting the productivity of departments in organizations across the country (Anonymous 1996).

While, this paper found that job longevity and unemployment were not huge problems for Facility Managers right now, they are still being affected by trends in the larger economy. Reductions in staffing levels and increased worker productivity are happening throughout the labor market, and may be permanent. John Silva, chief economist for Wachovia, was quoted on the subject earlier this year in the New York Times:

This is not people being on furlough for six weeks or a month or two — this is permanent job losses, and that is what makes this so difficult. That is very telling in terms of how we're really restructuring the overall economy. (Healy 2009)

It is likely that many of the people who have been structured out of the FM industry will not return. In fact, that might be one reason that there are so few self-identified Facility Managers who have been out of work longer than 6 months. After that period of time, many of the FMs may be dropping out of the profession and moving to other careers.

It's not surprising that with money so tight, many Facility Managers are turning to their vendors for pricing discounts and general re-

negotiations of their contracts. Nearly 22% of the FMs who responded to this survey reported that their departments have renegotiated contracts with their vendors in 2009 – expecting prices to either stay the same, or to even be reduced.

Some of the Facility Managers worked for organizations which had contracts with automatic price increases built into them – they slashed into these as a way to cut their costs:

Cost-cutting measures such as reviewing spending on services contracts (delaying or reducing the frequency of service), reducing spend on stationery, bathroom and kitchen consumables, and re-negotiate contracts with service providers to take out [Consumer Price Index] increases in existing contracts (typically 3.5% increase year-on-year).

As seen above, not only have FMs been cutting out automatic price increases, but they are also cutting back on the actual terms of their service agreements, limiting their scope and once again adding to their back-log of deferred maintenance.

While some Facility Managers were simply asking for their vendors to maintain their 2008 pricing levels or reduce their level of service – others were actively seeking price cuts. Here is how one Facility Manager described his or her department's strategy:

With our current vendor base, we have said to all our vendors we need a 15% cut from their labor rate and no more than 30% mark-up on parts.

These are lean times, and FM departments are finding that they need to share some of the pain. If anything, what is really surprising is that there



was not more contract renegotiation reported by those who responded to the survey. While this cost-cutting may work in the short-term, it is not likely to be effective long-term. The vendors can only cut so much before they are forced to push-back or go out of business. Also, if the recession ends in the near future, there will be less incentive for everyone to push this as hard as it has been pushed in the past. This trend has most likely reshaped many FM-vendor relationships in the short-term, though.

One final aspect of contract re-negotiations not yet addressed involves an increased focus on the organization's real estate portfolio and how to manage the specific costs related to that. At the tail-end of the recession in the 1990s, this was a large concern for Facility Managers. An article from that time in the Journal, Facilities put it this way:

The current economic climate and the slow climb out of recession are focusing the minds of many businesses on the need to carry out a complete review of all non-core business costs, including property costs. For a considerable number this meant focusing attention not just on property in terms of how the business is housed, but also reconsidering the value of the facilities to the profitability of individual business units. (Pratt 1994)

With so much turmoil in the commercial property market today, big changes as leases come up for renewal can be expected. A recent article in the Dallas Business Journal reported that "tenants are [going to be] in the drivers seat" in 2010. This has made it easier for tenants (struggling themselves) to renegotiate prime deals in their current spaces. The article states:

More office tenants are renewing their leases instead of relocating their offices, and concessions by landlords have increased. It will be at least three years before new office development begins again. (Hethcock 2009)

This is one item where the Facility Management world will feel its effects for some time to come – even after the current recession.

Somewhat surprising, given all the lip-service about commitment to “green” and eco-friendly initiatives, is the relatively low number of respondents who reported pursuing energy-saving or other green programs to help reduce their costs. With just about 14.5% of respondents reporting that they are pursuing some kind of green or energy saving initiative, it was the least-common strategy reported.

One of the reasons that the energy saving initiatives may not be as popular as some of the other strategies being deployed is a high initial cost – or at least the perception of a high initial cost. This is true in boom-times as well as bust – in the late 90s, Chau Burnett, and Lee wrote about similar decisions being made by FM's in Hong Kong:

Extra costs are usually incurred for installing energy efficient features and the pay back period may be unattractive, particularly to those who take a short-term view of property investment. The true value, aside from any aesthetic or comfort amenity the energy efficient features might provide, depends on the risk attitude towards the discounted difference between future levels of energy use and baseline levels over the lifetime of the measures. This value depends not only on the expected magnitude and duration of savings, but it also depends on discount rate used. The selection of discount rate reflects the rate of return that an investor would require to make the investment, based on expected performance and risk relative to other investment opportunities. Hence the true value of energy-efficiency measures is frequently determined by the perception of

different property owners and facility managers.  
(Chau, Burnett, & Lee, 1999)

This has always been the dilemma for FMs who are interested in pursuing a green agenda. The long payback time is an even harder sell in hard times – which probably accounts for the lower number of Facility Managers reporting this strategy in their departments.

Even though spending on green initiatives may sometimes have a long payback time, there are still low-hanging fruit that Facility Managers can often pick-off. That is what most of the 14.5 percent of departments who have responded to the survey seem to be doing. In many cases, they are going for energy reductions, which may not involve expensive capital projects. For example, one respondent wrote, “There are many initiatives in the utility area being implemented to increase savings.” Other Facility Managers also reported that they were looking at initiatives that could lead to savings in their utility bills.

There were at least a few departments that were looking to do larger green projects, but these were trying to do so by using government stimulus money. One FM said her or his department was “[Chasing] grants for LEED technology upgrades.” The feasibility of that particular strategy may be higher or lower depending on the circumstances surrounding each individual FM department. Applying for these grants is not something all Facility Managers can do. These particular grants are only

being given out in the United States, and also may not be feasible for all facilities within the USA.

Even if there may be less focus on green initiatives in the current economy, this will probably change as conditions improve. As Chau et al (1999) describe:

Environmental performance of an enterprise is increasingly the concern of stakeholders such as financial institutions and insurance companies. Their overall evaluation of an organization is increasingly linked to the perceived environmental performance of the firm since this acts as a useful guide to the image and reputation of the company.

The issue of “green” building and practices is not going to go away after the recession, and likely will exert a much greater influence on Facility Management departments in the future. There are too many benefits which can affect a facility's bottom line, and which it makes a lot of sense to do. The challenge right now, though is that companies need to take a long-term view to do this and most may not have that luxury in the current situation (Hodges 2005)

There were several other strategies listed by FMs, which were grouped into the category “other.” Strategies may have been lumped into this category because they were not very descriptive, or could involve many different other measures. Here is a brief list of some of the responses which fell into this category:

- Cost reduction
- [Conserve] where ever possible.
- Back to basics and a lot of it.

- lean
- less spending, unless necessary

With so little detail contained in these responses, the results in the “other category” could have actually pushed some of the other categories up if they had been more descriptive.

The questions remain – “How are costs being reduced?” “What steps are you taking to conserve?” “What are the basics?” One answer may come from Keith Pratt, in an article from the mid-90s, titled “Be Radical – Go Back to Basics.” Pratt describes five steps that Facility Managers should take in order to run a more efficient facility. These were:

1. Consider business re-engineering and the impact that changes in business processes will have on space needs.
  2. Determine the accountability for the use of non-core services and facilities and whether they need to be provided and at what level.
  3. Develop alternative space planning scenarios which enable businesses to be leaner, fitter and more flexible.
  4. Track assets and improve the utilization of space working towards productivity improvement.
  5. Initiate a more proactive approach in dealing with legislative and people issues.
- (Pratt, 1994)

To some extent, that is what is reflected in these answers from the surveyed facility managers.

Of those who chose to answer this portion of the survey, the most unexpected response was from those who said that they were taking no special steps to modify management of their Facilities department in order to survive the recession. The number of people who answered this

way was a little over 10 percent. Not unsurprising, though, was that this was the least common response out of any of the strategies given by Facility Managers, and that 90 percent of FMs are engaging in some kind of new strategy to try to survive the recession

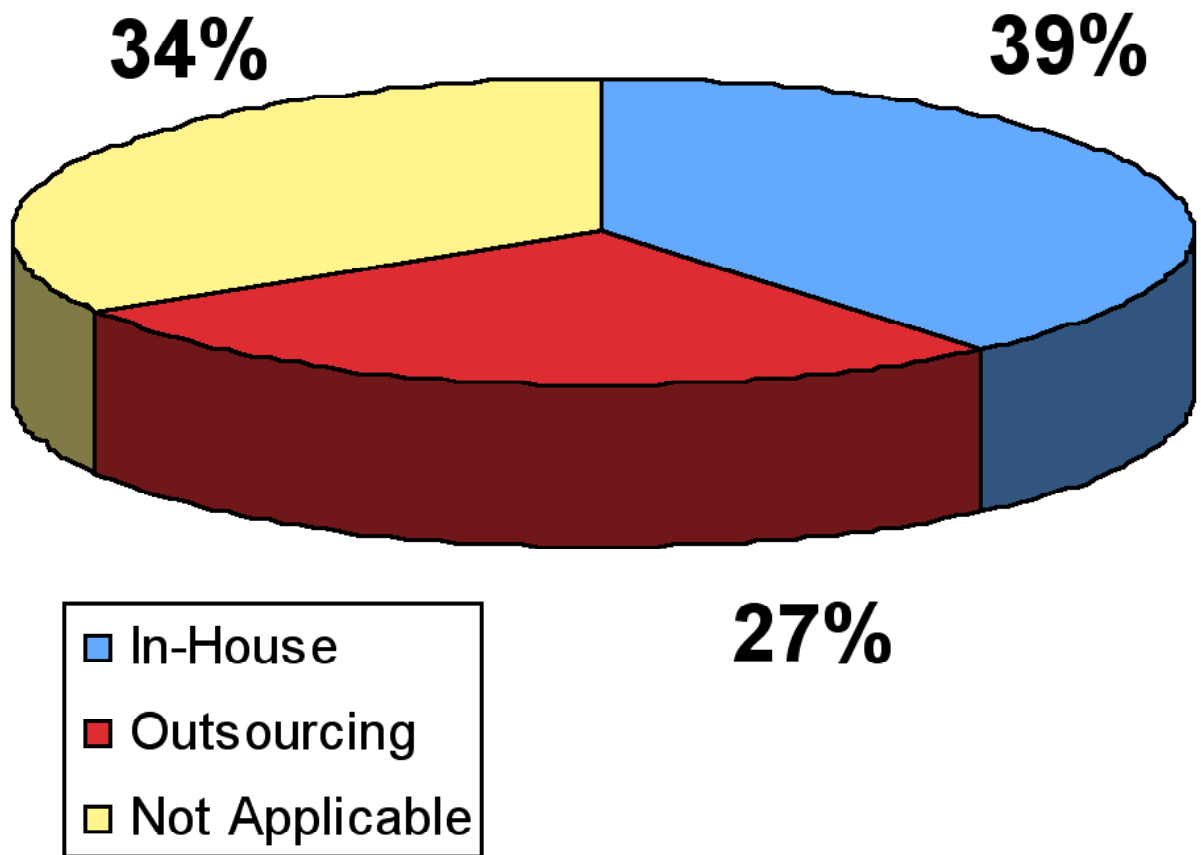
#### ***4.4 – Outsourcing vs. In-house as a Survival Strategy***

One strategy that had a question specifically asking about it on the survey was about outsourcing. This paper has already discussed the topic, but has not yet given a definition for the practice. In their book, “The Services Shift,” Ajay Sharma and Robert Kennedy describe outsourcing this way:

Outsourcing means moving a particular task outside an organization's boundaries. When a company decides to eliminate its in-house food service department and hire an outside contractor to run its cafeteria, it is "outsourcing" that function.  
(Sharma & Kennedy, 2009)

This is a pretty good description of what outsourcing is, and illustrates some of the many ways that it is used by Facility Management departments.

Based on historical trends and the general idea that outsourcing is a way to cut labor costs, it was initially surprising that many of the Facility Managers who answered this survey reported that their departments are actually relying more on their in-house labor, rather than increasing reliance on outsourcing. Thirty Seven FMs, or thirty nine percent said they planned to use in-house labor; twenty six FMs, or thirty four percent said they planned to focus on outsourcing labor; and twenty seven percent, or thirty two FMs claimed that the in-house/out-source dichotomy was not applicable to their work environment. See Figure 7.



**Figure 7 – FM Strategies for the Recession;  
Utilizing Outsourcing vs. In-House Labor**

*"Has your FM department focused more on outsourcing or performing [work] in-house since the recession?"*



The results displayed in Figure 7 are somewhat unexpected, because performing more work in-house received the largest chunk of the pie. This is not necessarily typical of what has been reported in previous recessions, where outsourcing was one of the big driving factors in the industry. In fact, as stated earlier, outsourcing has been seen as having an ever-increasing role in Facility Management since the 1990s.

The reason that outsourcing works is because it allows an organization to focus on the core thing that generates its revenue, allowing another company to perform those support tasks that it could never be an expert at. In the journal, *Facilities*, Jane Downey (1995) has listed several reasons why it makes sense for an organization to outsource:

- reduction of capital investment;
- expense reduction;
- ability to avoid headcount restrictions;
- transferal of obsolescence risk on equipment;
- access to economies of scale;
- flexible staffing to meet volume demands (just-in-time employees);
- screening of potential new hirings;
- concentration on "core" functions;
- transferal of unemployment and other payroll taxes;
- transferal of workers' compensation premiums and losses;
- transferal of medical and other benefits;
- transferal of administrative and human resource functions;
- reduction of training needs;
- access to expertise;
- access to group purchasing discounts;
- transferal of regulatory compliance needs, including Americans with Disabilities Act, 1992, etc.;
- avoidance of liability through contract.

She goes on to point out, however, that there is some risk in outsourcing an organization's non-core functions. Each one, may hold more or less risk for the organization.

While one might have initially thought that organizations would have been universally looking at outsourcing as a response to the 2009 recession, perhaps it makes sense that they are focusing more on in-house operations. The easy functions that could have been outsourced or out-tasked already have been – those that may pose some risk to the organization would not make sense to outsource.

There are many examples of outsourcing that have occurred during harsh economic times to look at from around the world. In the wake of the recession that hit Asia in the late 1990s, Hong Kong experienced a rise in the number of outsourced Operations and Maintenance jobs. Yik and Lai point out, however, that there were several factors that can make outsourcing expensive – including the cost of monitoring the outsource vendor and putting together a plan for managing complex building system. In many cases, an organization's outsourcing vendor failed, pushing that organization to pull the function back in-house (Yik & Lai 2005).

The one-third of FMs who stated they were going to focus more on in-house work cited a number of reasons for doing this. Among them is that something about the work does not lend itself to outsourcing, or that

the expense of outsourcing outweighs that of performing in-house. They may simply not have the internal resources to manage a comprehensive outsourcing program. One of the Facility Managers who indicated her department was focusing on their in-house work said the following:

I work at a Domestic Violence shelter where we can house up to 84 women and children. Outsourcing is not an option since there would no way to write a contract to encompass the vast number of issues that could be presented on any given day. We also have a daycare and administrative offices on site. Just the various building types alone gives our facility department a challenge.

Plumbing is almost a daily occurrence. In one of our residential houses the bedrooms have individual HVAC or PTAC units. For a 7500 square foot building with a mix of centralized and PTAC there are weekly maintenance and repairs. The weather in Florida also plays a key factor in our HVAC issues. Additionally the age of some of our buildings give the facility department to think outside of the box.

Our property is governed by multiple state and county agencies which goes above and beyond the normal scope of a facility manager in say a commercial building. Security is also a factor as to why outsourcing is not a viable option.

Other people who responded to the survey indicated that they were pulling work in-house because it cost too much to use outsourced labor – instead, they were using a resource that they already had, perhaps shifting that person's duties around. Here's what one said:

Basically we are performing more of our larger emergency plumbing and electrical issues in-house instead of utilizing an outside vendor as we have in the past. I work for local government and all departments are feeling the crunch of declining revenues so our daily work load has diminished somewhat freeing up the manpower to complete these larger jobs.

Of course, almost a third of the survey respondents did indicate that they are focusing more on outsourcing as a way to navigate the recession. Rondeau et al. point out that outsourcing to a specialist can have many benefits. That vendor has core competency in managing maintenance and operations and if they have a large-enough footprint, they may be able to bring volume discounts for certain other products or services with them (Rondeau, Brown & Lapides, 2006).

One London-based Facility Manager made this follow-up comment to the survey question:

I believe the "Intelligent Client Function" or ICF should always remain in house i.e. the understanding of the business and the over arching strategy of how facilities should be delivered. However on the Tactical and operational front everything else is fair game.

For me Facilities Management is not about knowing all the answers ourselves or even doing everything ourselves but knowing the right person or company that does it best at the most beneficial cost. Therefore the Core operations should always remain in house and everything else goes to one or many operators. When outsourcing the aim is not solely cost reduction but finding the balance between Cost & Service. Any idiot can cut cost, it takes a knowledgeable person to find the right balance between cost effectiveness and efficiency to the [maintenance] service and quality standards. i.e. If you cannot maintain the quality and service ethic by outsourcing then my view is don't or find someone that can truly partner and do it.

He echoes a point that was made by Rondeau et al. about outsourcing – you cannot outsource the strategic part of the facility management department without running into problems (Rondeau, Brown & Lapides,

2006). It appears that even some of those FMs who are focusing on outsourcing during this recession realize that as well.

The final third of people who responded to this question said that it was Not Applicable to their departments. This was a surprising answer, but the reason for it may not be so surprising. In a follow-up response, an Australian FM indicated that the reason it is not applicable for his department is that his company has already outsourced their entire Facility Management function. Another FM made the following comment about not liking the terms of the question:

The question is related to management practices and approaches. It suggests less diligence during good times. That is not the case. We continue to ask the difficult questions and explore internal and external costs as well as quality of service. It is not only an exercise for these challenging times.

"If you are not in a crisis, plan as though you are."

Not bad advice, although maybe not practical for all FMs.

Judging from the in-depth responses, the truth appears to be somewhat complicated. A facility manager who works for a government entity in Florida summed it up best:

I work for County government. Our department has been reduced by 30% over the last three budget cycles. We have had to lay off just a few; others took retirement packages. We have not been able to replace personnel. Since fiscal year beginning October 2006 we have gone from 73 to 52 positions. The commission has not raised taxes and has cut our budget 20% each year.

The County's buildings are funded either by the General Fund (courts, general government) or revenue departments (libraries, wastewater plants, fire stations). Our department is budgeted by

general fund dollars and we pay the expenses for the courthouses and government centers. Any other department must reimburse for maintenance performed on their buildings. As everyone's budget has been reduced and manpower is down we are contracting work for the billable customers and using our in-house staff to perform work on our general fund buildings. Since our in-house staff doesn't cost us as much as contracted we get more done on "our" buildings; getting more for our money. However, if we can't fill positions for licensed trades this year we will be forced to contract work. As a consequence we will accomplish less.

We have only 35 men in the maintenance department, and 1.4 million s.f. of general fund buildings. The total s.f. for the County is 3 million. According to IFMA benchmarking we should have twice the staff. So the answer to your question is that it depends. In-house labor on our department's buildings, and contracted for others. I answered from the general fund perspective.

While Facility Managers may be focusing more on one strategy or another, it appears that many are actually focusing on both doing more work in-house while relying heavily on their outsource providers. If the third of the departments in this survey who answered "Not Applicable" were heavy users of outsourcing already, and another third are moving in that direction, it seems likely that when this dip in the economic cycle abates, a significant increase in the amount of outsourcing that firms are doing overall, may be seen.

#### **4.5 – Support Systems for Facility Managers**

Facility Management as a recognized profession is fairly young. There are some academic journals devoted to the subject, several professional organizations around the world, and numerous books and magazines have been published on the topic. One specific area of research was the strength of this institutional base during the current recession, and whether the profession as a whole has begun developing ways to support Facility Managers and keep them in the fold while so many FMs are going through job transitions.

To get at this point, the following question was asked in the survey: “Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them.” Respondents were allowed to freely respond in a short-essay format. A total of 59 individuals answered the question. Because it asked for answers in a short essay format, the results have been aggregated into six categories to summarize the results. These categories are “Job Boards,” “Professional Certifications,” “Increase [Candidate] Knowledge,” “Network/Word-of-Mouth,” “Professional Associations,” and “NA/None.” Out of the 59 respondents, 33 came from the IFMA sample and 26 came from LinkedIn, as shown in Figure 8.

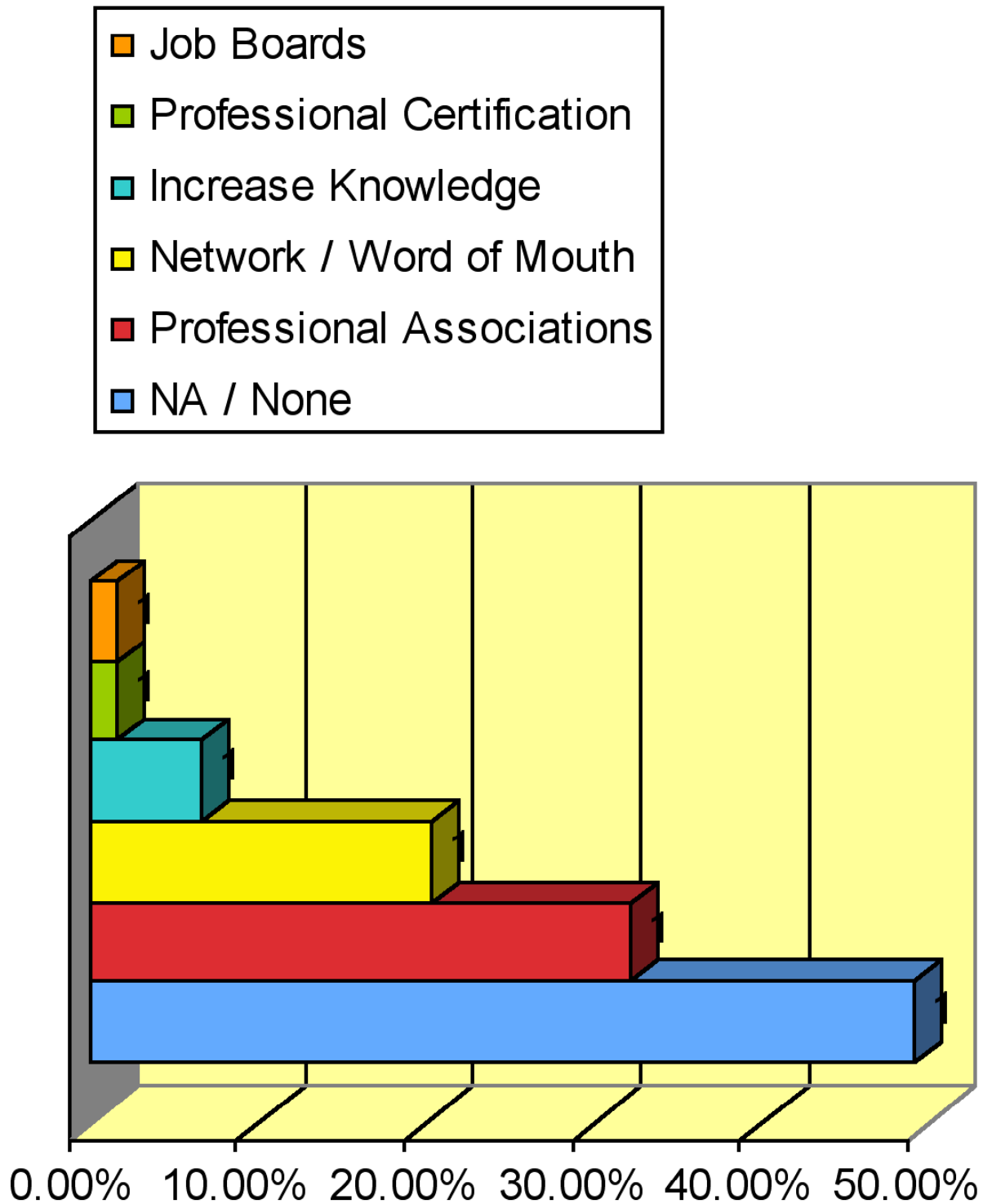


Figure 8 – Known Initiatives to Help FMs Find Jobs



Their answers can be broken down as follows:

- Job boards – 1.69%
- Professional Certification – 1.69%
- Increase Candidate Knowledge – 6.78%
- Network / Word of Mouth – 20.34%
- Professional Associations – 32.2%
- NA / None – 49.15%

There seemed to be a little confusion with the question, with not everyone answering it the same way. Some people read it as referring to active initiatives geared at helping unemployed Facility Managers. More appear to have interpreted it as a generalized way that FMs should go about looking for their next opportunities. This confusion in what the question was getting at may be part of the reason that it was only answered by about half the respondents. Read either way, it is an interesting view of what Facility Managers see as the best ways to go about looking for a job.

Of those who said they knew about initiatives, 39% pointed to professional associations – the vast majority mentioned IFMA by name. This may not be a big surprise, since half of the survey respondents were pulled from the IFMA rolls. It is possible that the survey group is biased in a way that Facility Managers taken as a group would not be. If the results are broken down a bit, only 23% of those respondents who came from

LinkedIn pointed to IFMA or other Professional Associations as a resource for job seekers.

Just over 20% of Facility Managers who answered this question specifically mentioned Networking or Word-of-Mouth as a way for their out-of-work peers to find their next job. Professional Associations, mentioned above, could almost be considered a sub-set of “networking” or “word-of-mouth” as a way to find a job. Since so many people specifically mentioned each, though, they are separated.

The reasons for the importance of networking/word-of-mouth as a job strategy are verbalized by a few of the responses received in the survey. One Facility Manager pointed out that “Non-posted job opening are likely found through networking.” Another wrote:

Social networking plays a very big role as a facilities manager. It helps to develop relationships that can be of big benefit to assist in projects within the campus. In addition, it provides good resources for information that as a Facilities Manager I would not be aware of.

Those relationships can be the key to find a job and improve one's knowledge, skill and marketability. In Facility Management, like many other fields, relationships matter.

Based on the responses to this question, nearly half of Facility Managers do not know of any initiatives that help out-of-work FM's find their next jobs. In following up with some of those who responded, it appears that most read the question literally as initiatives meant specifically to help out-of-work Facility Managers. One response from an

out-of-work Facility Manager actually expressed some frustration at the level of assistance IFMA was providing to her:

There are no local initiatives to help out-of-work Facility Managers in the Charlotte metro area. I am a member of our local IFMA chapter and do attend the monthly luncheons but they are geared toward the employed, not the unemployed. I did not understand your question to mean what initiatives we "should take" but more of what is available in the community. There are probably 30 job networking groups meeting in the Charlotte area, but they are for all professions. I do attend 3 or 4 of those per week too. But still after 6 months, I'm not finding any postings or leads from anyone for someone like myself who does not have an engineering degree. Most posted facility jobs here are more maintenance focused and want that degree and HVAC certifications.

Another Facility Manager who followed-up on why he answered that he knew of no initiatives to help out-of-work FMs made an off-hand comment about the networking website, LinkedIn:

There has been much "Hype" about using linked-In to get connected, but the bottom line is, I wouldn't hire anyone that I don't know personally, over someone from a social networking site that knows a friend of my friends. I feel that it all comes down to talent (and education level) and what they are willing to pay for.

Both sentiments are interesting and point to the fact that there is probably not much awareness out there about programs that may exist to help out-of-work Facility Managers.

Between 6 and 7 percent of Facility Managers said that it was important to increase one's skill or education level when trying to find a job. What is interesting is how this is a theme that came up again and again in other parts of the survey and in follow-up questioning. Previously, this paper quoted from an FM in Charlotte who said that her lack of in-

depth knowledge about HVAC systems was a factor in her inability to find a position. Another FM who followed-up about the survey from Texas wrote:

So many people are in hard times right now and most people with master degrees are willing to work 'for-peanuts', that leaves the 'middle-class' out in the cold (in my opinion). I would go back to school right now, but feeding my family and a house payment comes first.

Other respondents made other comments about the need for further education, as well.

This survey did not go into detail about whether FMs feel they have the skills they need in today's job market. That would be, however, an interesting question to include in future research. Particularly, asking FMs if they have the credentials and training they needed to A. do their current jobs, and B. be able to find new positions in today's competitive job market.

One final note about programs to assist Facility Managers in finding their next opportunities – they do exist and have gained in importance as the recession has worn on.

The Seattle chapter of IFMA is similarly trying to help Facility Managers as they go through career transition. They have begun highlighting networking events in their newsletter, provide a member spotlight which provides advice from FMs to their peers, started a LinkedIn group, which people are using to engage in discussions, planning to

remodel their website to make information easier to find (L. Clark personal communication, July 14, 2009).

Atlanta's IFMA chapter has developed several programs to help Facility Managers who find themselves in job transition – attempting to both keep them in the profession and get them more involved in industry professional association. These programs include something called the “FM Job Club” which is described on their website as “monthly networking event for facility managers in career transition.” It is led by an HR professional in the FM outsourcing arena, and averages attendance from 6 to 15 people each month. The other new program offered by IFMA's Atlanta chapter is called “On Call Facility Managers” (IFMA Atlanta Website 2009). On Call Facility Managers lets out-of-work FMs market themselves to businesses that are looking for temporary FM skills. The idea is to allow them to capture a market need (temporary Facility Management expertise). The program is very new; having started in late-Summer of 2009, but it will be interesting to see what occurs.

Even outside of IFMA, there are groups springing up to help out-of-work Facility Managers, and others affected by the downturn in corporate real estate. Tony Tedesco, a FM professional who had previously been director of operations for a large Atlanta-area mall, has founded a group called the “C3G Atlanta Real Estate and Business Advisory Board.” C3G is a Christian-based “jobs ministry” and this Real Estate and FM networking

group is aimed squarely at finding out-of-work Facility Managers and other real estate professionals new jobs in their chosen professions. The group meets weekly, and many of its members have had success finding new jobs (T. Tedesco, personal communication, August 11, 2009).

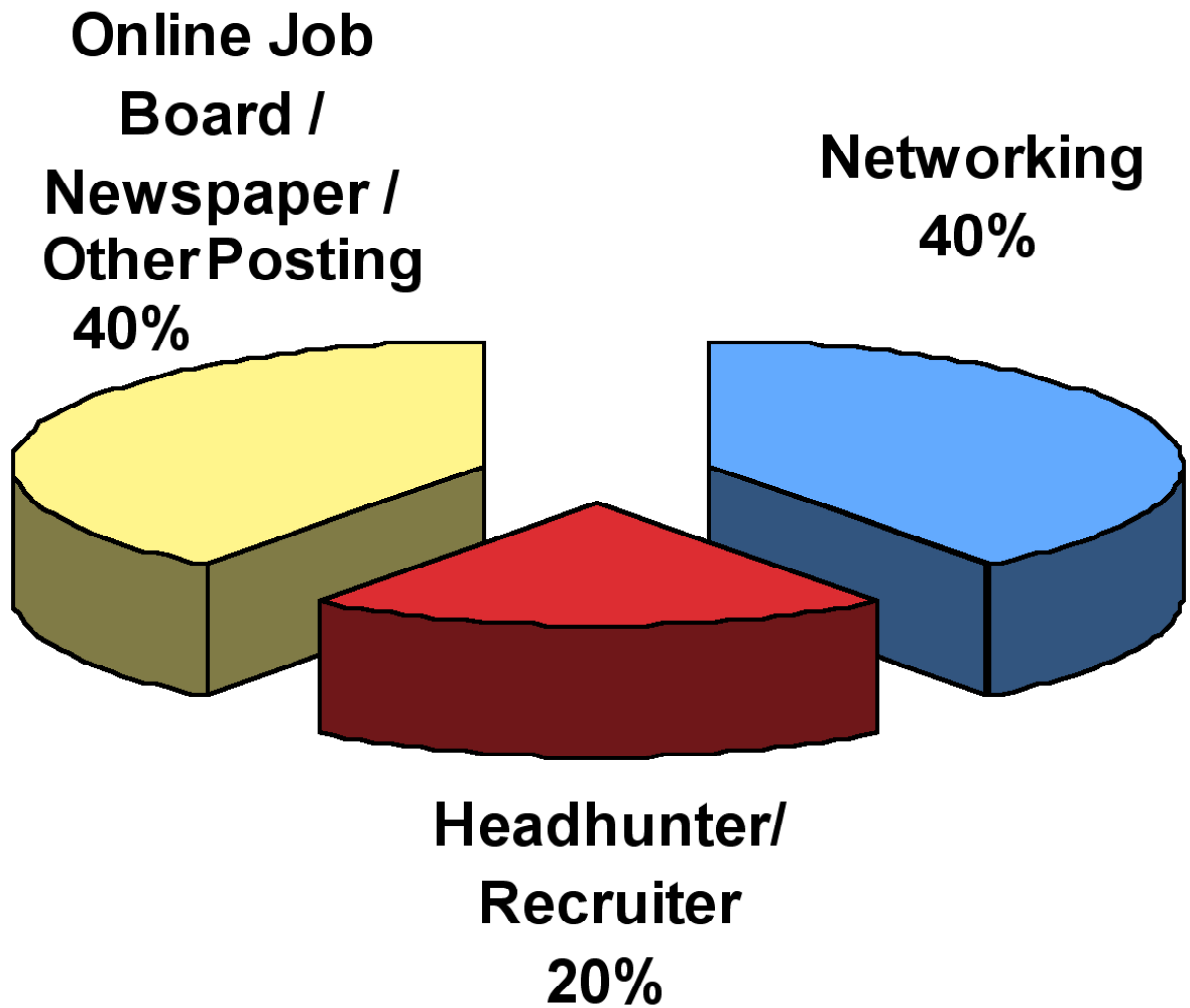
There are other examples of efforts to help Facility Managers in transition, and they are probably springing up all over the country. What is clear from the answers to this survey, however, is that these programs are not widely known outside of those people who are currently utilizing them. This is a problem of communication that Facility Management as an industry will have to work out in the coming years if it expects to keep people engaged in the industry as it undergoes tectonic changes.

#### **4.6 – How Facility Managers are Finding Positions**

Thirty respondents gave an answer to the question “If you were hired for your current job within the past year, what method did you use to find it?” with something other than “NA / Employed longer than a year.” Out of those 30, forty percent found their current position as a result of networking (traditional or otherwise), forty percent found their job as a result of applying to an online job-board, and twenty percent found their position through a head hunter or other recruiter, as shown in Figure 9. Some of those who replied to this question indicated that they had been hired more than a year ago.

These numbers are interesting, because networking is anecdotally given a much larger share of the pie in discussions about how people find employment. It is often reported that most people find their jobs through networking. As far back as 1988, the NY Times stated, “75 percent of middle- and upper-management jobs are found through word-of-mouth or written referrals” (Fowler 1988).

That the same number of recent job seekers – forty percent, or twelve each -- reported finding their jobs through some kind of job posting, whether on a web-based job board, a newspaper, or an e-mail alert as found jobs through networking, is a bit of a surprise.



**Figure 9 – How Facility Managers are Finding their Positions**



This number was probably the most surprising, because, as mentioned above, networking is so often considered the number one way to find a job.

Just 20% of the respondents to this question reported that they had found their last job through a headhunter or recruiters. This relatively low number is not necessarily much of a surprise. Fish and Macklin (2004) found that executive search firms are mainly used when the role involved will have “broad and significant organizational impacts.” While the Facility Manager role may be an important one for the organization, only a few of those positions may be considered “large” enough to go to an outside search agency or headhunter.

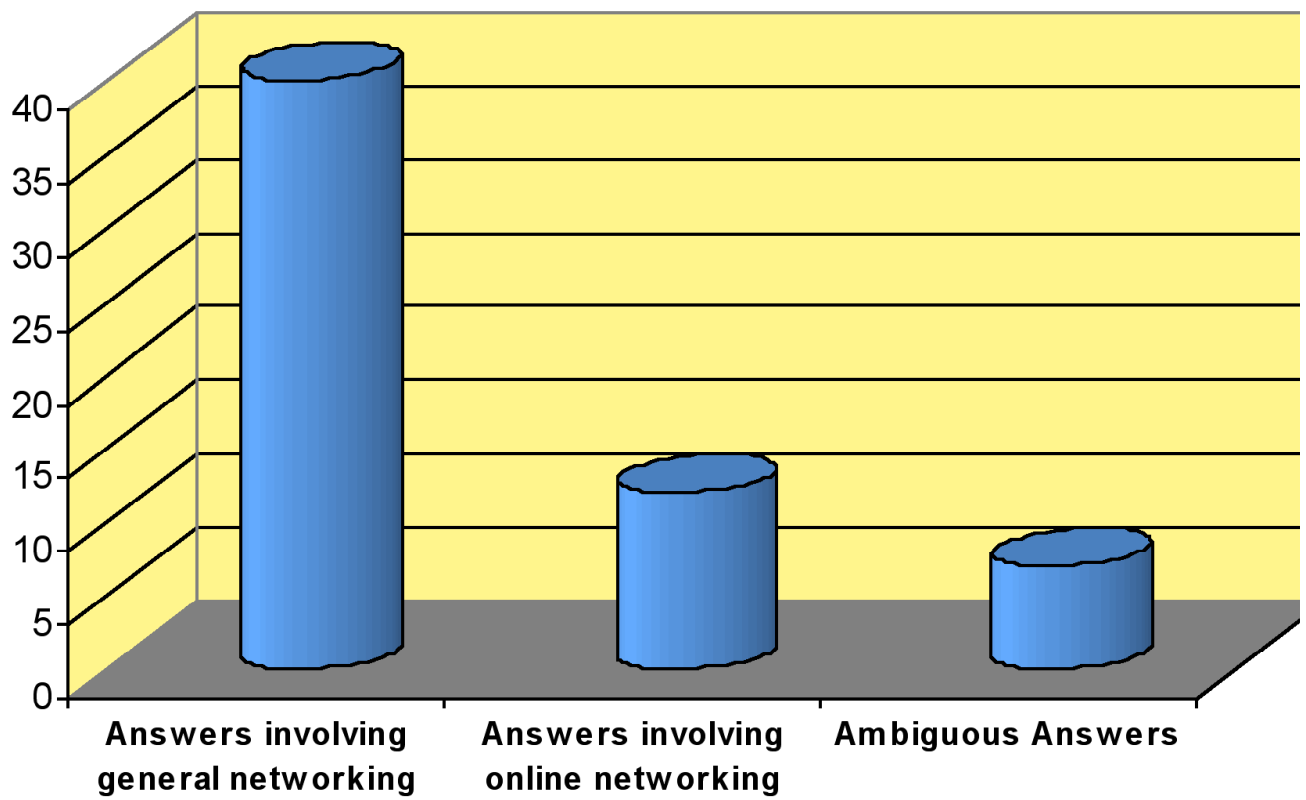
While initially surprising, these numbers aren't that far off from what has been found in studies by Mark Granovetter, the trailblazing sociologist who has written on this subject since the 1970s. In his book, “Getting a Job: A Study of Contacts and Careers,” Granovetter analyzed this issue extensively. He found that 56% of people in his study used personal contacts to find their job. 18.8 used some other formal means like advertisements or recruiters and another 18.8 percent used direct application. The remaining 6.7% of respondents in his study found their job through some other miscellaneous means (Granovetter 1995). While networking is still a higher number in his study than what was found in this paper, the difference between the two is not so huge.

#### **4.7 – Facility Managers’ Use of “Social Networking”**

One of the questions asked in this survey was “What role do you see social networking playing in your work as a facility manager? Please explain.” The question was trying to get at some of the newer online social trends, but was unfortunately poorly worded. It should have been specific and asked about “Online Social Networking.” As it was, a large percentage of the respondents read it as asking about networking in general, while others did answer about online social networking. Because of this confusion, even though forty-nine responses to this question were received, forty of those seemed to focus on networking in general, two seemed to focus on online social networking, and seven were ambiguous in terms of their focus – see Figure 10.

The poorly structured question kept some of the respondents from getting at the point that was being driven for. Even so, the responses given do tell something about Facility Managers, their view of networking, and the views that some of them have about networking online.

Of those Facility Managers who responded to the question as if it were about networking in general, the vast majority believed it was extremely important to their day-to-day job. Words like “Vital” and “Critical” were used several times. The resource and information sharing



**Figure 10 – How FMs View Networking (General and Online)**

seems to be what is really important to them. Three of the Facility Managers who answered the question this way stated that being connected with other FMs was a way to keep from “reinventing the wheel.” This response is representative of those answers:

It is key to have social networking in this line of work. You grow and learn from each other. No need to re-event the wheel every time. It seems to be hard to get into the business, but once you are in and start networking the opportunities seem to grow.

It appears that many of these facility managers see one of the main values of networking being that they do not have to stumble and fall on their own. They can rely on the body of work that has been done by their peers and learn and grow from that. One Facility Manager responding to the question mentioned that networking is crucial to future, as well as current job security:

When I lost my job early 2000, I did not have a network and found it very hard to find a job. Since that time, I have [integrated] networking into my life as a facilities Manager. I feel confident in the event I need to find another job, the network I have now will aide me in my search.

We've already covered how networking plays a role in helping FMs find their positions – what this response shows is that some of those who are in the workforce appear to realize its important as well.

Only one respondent seemed to think that networking was not important. This person writes:

[Social networking impacts Facility Management] very little. The game has changed. Now, it is how much can you do, not who you know.

This FM goes on to state that his or her current job was taken from a previous manager who did not have the hands-on experience needed. One might wonder, though, if being able to network with one's peers could provide some of the needed expertise to avoid being shut out of a job – it certainly seems to be what the majority of FMs who answered the question in this way believed.

Of those Facility Managers who appeared to read the question to be about online social networking, the response was far less positive. Answers reflected a disinterest and even distrust of online networks. This is somewhat surprising, since half the people who responded to the survey came from the social networking site “LinkedIn” and the rest of the people answered an e-mail with a link to a survey website.

A few of those who wrote about using online social networks pointed to workplace rules proscribing their use:

I know it is important and a lot of people use it. However can I see it in our environment - not really since the organization [prefers] you don't use it.

The relationship between online social media and workplaces is still evolving, and the issue mentioned above is probably true for many FMs. As online social media become more entrenched in society, this is likely to become less of an excuse.

Many of the FMs who responded stated that they saw online social media playing “very little role” in their jobs. One elaborated:

Don't have time for any more interruptions of "tweets" etc.. Don't use social networking at the moment for personal or professional exchanges. Distrust putting personal information on Facebook.

A similar, if snarkier comment was made by another FM, commenting about a perceived lack of computer literacy on the part of FMs:

Quite frankly this is not an industry overflowing with computer literate nor social networking gurus. I am not trying to come off as a snob, I am sure I am but...

This attitude toward technology is a little unexpected since, as discussed earlier, one of the driving factors in the creation of FM as a profession was the fact that the Facility Manager was responsible for responding to the challenges of new technologies. If there is now a perception that FMs are not tech-savvy, that could end up being a huge problem for Facility Managers down the road. A recent article on women's use of social networks for workplace advancement states:

Recent graduates will have had exposure to the online social networking phenomenon from an earlier age than the majority of those that took part in this research. Some may already use social network sites in preference to e-mail for contact within social groups. As these young people enter the work place, it is expected that social networking techniques will bear more significance on the way professionals network. (Donelan, Herman, Kear & Kirkup, 2009)

We can infer that as younger people enter facility management as a profession, they will begin using online social networking tools just as much as their age group peers. This should change some of the views that were displayed – and in fact a change in those anti-technology views are likely to be important for the future wellbeing of the profession.

## **CHAPTER 5 - CONCLUSIONS**

This paper's findings illustrate trends Facility Management, which provide both insights into the future of the profession as well as ideas for later research. Because of the relatively small sample size, it would be a mistake to extrapolate too widely from the results presented here. As a broad look at issues that FM is dealing with in this recession, however, the paper was able to do what it intended.

Facility Management departments are being forced by the recession into a situation where they need to cut costs any way that they can. They are doing this a number of ways – by cutting staffing levels, by limiting the amount of work that they pass on to outsourcers, and by deferring needed maintenance until some undefined point in the future. These have always been strategies used by facilities departments, but they are accelerated in today's environment.

The challenge with many of these exacerbated reactions is that at least some of them are likely to cause problems in the near future. The most utilized strategy, and biggest potential problem, is deferred maintenance – often used as a major Facility Management tool in the best of times. Maintenance can usually be put off for a while – but it can never be put off indefinitely. This means that there is a strong chance that some FMs will find that major work and expense will be required to

maintain their facilities – possibly before the economy improves significantly. The “next shoe” to drop for many organizations that are struggling to keep their heads above water in the negative economy, might be their facilities that are going to be falling apart around them just as they need to concentrate ramping up production. Finding a way to deal with the challenges of deferred maintenance now, before the problem is really out of hand, is a necessity.

While the paper found that over one third of FM departments were focusing more of their strategy these days on in-house labor, this is only part of the story. In follow-up questions to survey respondents, it was found that the reason for an increased focus on utilizing in-house labor was that these departments had already outsourced as much as they could already. Some percentage of the departments that said that in-house/outsource was not applicable to them are also already heavily invested in outsourcing. In addition, another third of FM departments were using the recession as an opportunity to utilize outsourcing more. It appears that at the end of this recession, Facility Management departments will be relying even more heavily on outsourcing than they were at previously.

As pointed out early on in this paper, one of the driving forces in the development of FM as a profession was the need to blend new technology into the work environment using the same (or a reduced) “pot



of money." That is where Facility Managers were first able to show their value, and possibly one of the reasons the profession took off in the 80s and 90s.

Technology has not stood still, and is continuing to progress. The need for the skills those original Facility Managers brought with them is still great. It may be even more important in today's recessionary environment, because budgets are so tight. Because of that, the general attitudes displayed toward new technology by respondents in this paper raise some red flags.

On the one hand, everyone who responded to the survey did so by following a link that was posted in either an email or an online social network. This implies some level of comfort with the types of technologies that are beginning to reshape the workplace. At the same time, however, there seemed to be a general disdain expressed about the use of these tools and a belief that they have little-to-no relevance on the FM's job.

To be successful in the coming years, Facility Managers will need to be more comfortable with new technologies that will shape their workplaces. This may happen when younger people – who are already comfortable with such tools – move into the profession. To bring these people in, Facility Managers should be actively mentoring young people, encouraging that FM be taught as a discipline at the 4-year university

level, and keep their minds open to the talents and knowledge that their current younger employees may be bringing to the table.

The majority of FMs who responded to this survey had been in their jobs for more than three years – nearly a third had been in those positions for over ten. This data seems to contradict broader trends that have people staying in their jobs for ever-shorter periods of time. People under 35 (members of Generations X & Y) have the shortest average job tenure at less than 3 years (Phillips & Roper, 2009). The long tenures in Facility Management may point to an older demographic in that industry, and again to the need to attract and retain younger talent. Phillips and Roper (2009) have done some interesting research on the subject of attracting and retaining young talent in regards to the Real Estate industry in general. Essentially, they say that these workers need to be engaged by their employer, which will give them an incentive to stay with that job. The engagement takes the form of 5 things: a quality relationship with his/her manager, opportunities for personal and professional growth and development; a work-life balance; the feeling that they are doing meaningful work; and adequate training.

As mentioned previously, those longer tenures, combined with the short lengths of unemployment, may also indicate that Facility Managers are still in relatively high demand by those organizations that employ

them. The complexity of workplaces is only increasing, and technically skilled individuals are going to continue to be needed to manage them.

Only about a third of the respondents to the survey stated that they found their current positions through networking. Of those, however, it would be interesting to go back and do a study of their longevity at those jobs. Research done by Ghulam Nabi in the UK, found that networking leads to both more job security and job satisfaction. Nabi looked at three types of "Career Enhancement Strategies" – Networking, Self-promotion and Mentor-relationships – and conducted a survey to see how these strategies correlated with both feelings of job security and satisfaction. He published two sets of findings. First, that:

- (1) career prospects was positively correlated with all three [Career Enhancement Strategies] (self-nomination, networking, mentor consultation), which were all in turn also positively related to [Intrinsic Job Success]; and
- (2) job security was positively related to networking, which in turn was positively related to [Intrinsic Job Success].

And secondly:

- (1) career prospects was positively related to networking, which was in turn positively related to [Perceived Career Success]; and
  - (2) job security was positively related to networking, which was in turn positively related to [Perceived Career Success..
- (Nabi, 2003)

While one might have expected more people to have found their jobs through networking, it would be interesting to look at people who network and see how long they have been at their current jobs. Many people mentioned networking in this paper's survey results, and the average

## **APPENDIX A – RAW DATA**

| IP Address      | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|-----------------|--------------|---------------|--|-----------------------------|---|
| 143.61.249.29   | Orlando      | 2-Sep-09      | Yes  | Yes                         | NA  |
| 125.63.75.130   | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |
| 216.18.16.98    | BC           | 2-Sep-09      | Yes  | Yes                         | NA  |
| 216.220.46.186  | Ontario      | 3-Sep-09      | Yes  | Yes                         | NA  |
| 132.235.125.165 | Dakotas      | 3-Sep-09      | Yes  | Yes                         | NA  |
| 99.239.125.66   | Ontario      | 3-Sep-09      | Yes  | Yes                         | NA  |
|                 |              |               |  |                             |   |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 72.175.189.183 | Michigan     | 5-Sep-09      | Yes  | Yes                         | NA  |
| 68.214.17.73   | Linkedin 2   | 8-Sep-09      |  |                             |   |

| IP Address    | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|---------------|--------------|---------------|--|-----------------------------|---|
| 75.155.129.96 | BC           | 7-Sep-09      | Yes  | Yes                         |   |
| 12.111.112.56 | California   | 31-Aug-09     | Yes  | Yes                         | NA  |
| 69.38.24.117  | Orlando      | 2-Sep-09      | Yes  | Yes                         |   |
| 66.37.130.51  | Phoenix      | 3-Sep-09      | No   | Yes                         | NA  |
| 192.31.106.34 | Linkedin 2   | 1-Sep-09      | Yes  |                             |   |
| 38.104.62.182 | Linkedin 2   | 2-Sep-09      | Yes  |                             |   |
| 204.50.19.6   | BC           | 2-Sep-09      | No   | Yes                         | NA  |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 12.104.148.2   | California   | 1-Sep-09      | Yes  | Yes                         | NA  |
| 216.49.181.254 | California   | 31-Aug-09     | Yes  | Yes                         | NA  |
| 63.86.92.198   | Dakotas      | 3-Sep-09      | Yes  | Yes                         | NA  |



| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 69.47.115.17   | Michigan     | 9-Sep-09      | Yes  | No                          | 6 Months to 1Year   |
| 69.156.145.135 | Ontario      | 3-Sep-09      | Yes  | Yes                         | NA  |
| 216.16.236.150 | Ontario      | 3-Sep-09      | Yes  | Yes                         | NA  |
| 64.42.80.198   | Ontario      | 3-Sep-09      | Yes  | Yes                         | NA  |
| 203.18.176.243 | BC           | 8-Sep-09      | Yes  | Yes                         |   |
| 134.129.73.70  | Dakotas      | 9-Sep-09      | No   | Yes                         |   |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 24.128.223.123 | NYC          | 31-Aug-09     | Yes  | No                          | Under 6 Months  |
| 66.170.246.10  | Linkedin 2   | 8-Sep-09      | Yes  |                             |   |
| 76.98.203.248  | Linkedin 2   | 1-Sep-09      | Yes  |                             |   |
| 75.24.106.210  | Linkedin 2   | 7-Sep-09      | Yes  |                             |   |
| 209.184.143.25 | Linkedin 2   | 2-Sep-09      | Yes  |                             |   |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 87.246.166.240 | Linkedin 2   | 2-Sep-09      | Yes  |                             |   |
| 94.6.130.51    | Linkedin 2   | 11-Sep-09     | Yes  |                             |   |
| 207.34.170.253 | BC           | 3-Sep-09      | Yes  | Yes                         |   |
| 12.162.213.5   | Dakotas      | 3-Sep-09      | No   | Yes                         | NA  |
| 64.62.103.194  | Phoenix      | 11-Sep-09     | No   | Yes                         | NA  |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 142.52.81.11   | BC           | 2-Sep-09      | Yes  | Yes                         | NA  |
| 208.251.229.93 | Linkedin 2   | 2-Sep-09      | Yes  |                             |   |
| 148.167.2.60   | Phoenix      | 9-Sep-09      | No   | Yes                         | NA  |
| 209.104.249.90 | LinkedIn 1   | 25-Aug-09     | Yes  | Yes                         |   |
| 196.30.133.241 | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         |   |
| 75.74.26.179   | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 205.188.116.80 | LinkedIn 1   | 25-Aug-09     | Yes  | No                          | Under 6 Months  |
| 99.179.98.192  | LinkedIn 1   | 24-Aug-09     | Yes  | No                          | Under 6 Months  |
| 192.236.20.107 | LinkedIn 1   | 25-Aug-09     | Yes  | Yes                         | NA  |
| 24.189.245.33  | LinkedIn 1   | 25-Aug-09     | Yes  | No                          | 6 Months to 1 Year  |
| 173.73.12.18   | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | Under 6 Months  |
| 75.194.205.187 | LinkedIn 1   | 25-Aug-09     | Yes  | No                          | Under 6 Months  |
| 20.139.226.50  | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 67.197.121.112 | LinkedIn 1   | 26-Aug-09     | Yes  | No                          | Under 6 Months  |
| 59.93.78.197   | LinkedIn 1   | 24-Aug-09     | Yes  | No                          | Over 2 years  |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |
| 65.243.44.170  | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |
| 65.242.46.2    | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |
| 210.55.128.254 | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 65.207.212.113 | LinkedIn 1   | 10-Sep-09     | Yes  | Yes                         | NA  |
| 64.0.30.244    | LinkedIn 1   | 26-Aug-09     | Yes  | No                          | Between 1 & 2 yrs   |
| 74.232.2.203   | LinkedIn 1   | 25-Aug-09     | Yes  | Yes                         | NA  |
| 64.12.116.80   | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |
| 203.13.168.24  | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |
| 74.218.64.62   | LinkedIn 1   | 25-Aug-09     | Yes  | Yes                         | NA  |
| 75.211.100.241 | LinkedIn 1   | 26-Aug-09     | Yes  | Yes                         | NA  |
| 98.216.161.15  | LinkedIn 1   | 24-Aug-09     | Yes  | No                          |   |
| 98.236.189.114 | LinkedIn 1   | 8-Sep-09      | Yes  | Yes                         | NA  |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 99.144.149.6   | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         |   |
| 204.239.136.99 | BC           | 2-Sep-09      | Yes  | Yes                         | NA  |
| 199.175.128.1  | BC           | 2-Sep-09      | Yes  | Yes                         | NA  |
| 70.70.225.39   | BC           | 2-Sep-09      | Yes  | No                          | Under 6 Months  |
| 142.58.181.176 | BC           | 2-Sep-09      | Yes  | Yes                         |   |
| 70.210.203.141 | California   | 2-Sep-09      | Yes  | Yes                         | NA  |
| 66.172.221.209 | Dakotas      | 3-Sep-09      | Yes  | Yes                         |   |



| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 65.101.99.238  | Dakotas      | 3-Sep-09      | Yes  | Yes                         | NA  |
| 64.112.201.178 | Michigan     | 2-Sep-09      | Yes  | Yes                         |   |
| 208.132.238.45 | NYC          | 1-Sep-09      | Yes  | Yes                         | NA  |
| 173.52.25.31   | NYC          | 1-Sep-09      | Yes  | No                          | Between 1 & 2 yrs   |
| 209.171.47.7   | Ontario      | 3-Sep-09      | Yes  | Yes                         |   |
| 97.101.203.48  | Orlando      | 4-Sep-09      | Yes  | No                          | Under 6 Months  |

| IP Address      | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|-----------------|--------------|---------------|--|-----------------------------|---|
| 204.97.218.131  | Orlando      | 2-Sep-09      | Yes  | Yes                         |   |
| 64.221.153.2    | Orlando      | 2-Sep-09      | Yes  | Yes                         | NA  |
| 205.172.172.132 | Orlando      | 8-Sep-09      | Yes  | Yes                         |   |
| 74.2.150.115    | Phoenix      | 7-Sep-09      | Yes  | Yes                         | NA  |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 148.126.100.82 | Phoenix      | 3-Sep-09      | Yes  | Yes                         | NA  |
| 170.12.232.243 | Michigan     | 2-Sep-09      | Yes  | Yes                         | NA  |
| 76.10.71.125   | Dakotas      | 3-Sep-09      | Yes  | Yes                         | NA  |
| 81.82.150.45   | LinkedIn 1   | 29-Aug-09     | Yes  | Yes                         | NA  |
| 131.107.0.106  | Dakotas      | 3-Sep-09      | Yes  | Yes                         |   |

| IP Address      | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|-----------------|--------------|---------------|--|-----------------------------|---|
| 64.173.35.10    | California   | 31-Aug-09     | Yes  | Yes                         | NA  |
| 143.112.144.129 | BC           | 2-Sep-09      | Yes  | Yes                         | NA  |
| 199.253.130.17  | Dakotas      | 8-Sep-09      | Yes  | Yes                         | NA  |
| 208.89.76.203   | LinkedIn 1   | 3-Sep-09      | Yes  | Yes                         | NA  |
| 86.96.226.16    | LinkedIn 1   | 25-Aug-09     | Yes  | Yes                         | NA  |
| 32.42.4.130     | LinkedIn 1   | 25-Aug-09     | Yes  | Yes                         |   |
| 86.7.163.167    | LinkedIn 1   | 24-Aug-09     | Yes  | No                          | Under 6 Months  |
| 83.163.138.236  | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |
| 38.112.96.194   | Ontario      | 8-Sep-09      | Yes  | Yes                         | NA  |
| 76.236.212.123  | LinkedIn 1   | 24-Aug-09     | Yes  | No                          | Under 6 Months  |
| 142.52.81.11    | BC           | 3-Sep-09      | Yes  | Yes                         | NA  |
| 65.126.202.253  | California   | 1-Sep-09      | Yes  | Yes                         | NA  |
| 70.0.62.100     | Phoenix      | 2-Sep-09      | No   | Yes                         | NA  |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 195.245.223.4  | LinkedIn 1   | 25-Aug-09     | Yes  | Yes                         |   |
| 69.243.47.201  | LinkedIn 1   | 24-Aug-09     | No   | Yes                         | NA  |
| 146.9.23.217   | Michigan     | 2-Sep-09      | Yes  | Yes                         | NA  |
| 24.220.8.27    | Dakotas      | 3-Sep-09      | Yes  | Yes                         |   |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     | Yes  | Yes                         | NA  |
| 66.162.30.190  | Orlando      | 2-Sep-09      | Yes  | Yes                         | NA  |
| 206.53.157.139 | California   | 31-Aug-09     | Yes  | Yes                         | NA  |
| 198.162.158.16 | BC           | 9-Sep-09      | Yes  | Yes                         | NA  |
| 97.102.131.32  | Orlando      | 2-Sep         | Yes  | Yes                         | NA  |
| 205.142.252.21 | California   | 1-Sep-09      | Yes  | Yes                         | NA  |
| 67.36.75.49    | Michigan     | 2-Sep-09      | Yes  | Yes                         |   |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 69.200.226.208 | NYC          | 7-Sep-09      | Yes  | No                          | Under 6 Months  |
| 68.143.133.245 | LinkedIn 1   | 25-Aug-09     | Yes  | No                          | Under 6 Months  |
| 97.122.209.85  | LinkedIn 1   | 24-Aug-09     | Yes  | No                          | Under 6 Months  |
| 207.200.116.73 | LinkedIn 2   | 2-Sep-09      |  | No                          |   |
| 205.188.116.5  | LinkedIn 2   | 2-Sep-09      | Yes  |                             |   |
| 75.144.174.17  | LinkedIn 2   | 2-Sep-09      | Yes  |                             |   |
| 69.61.210.185  | LinkedIn 2   | 1-Sep-09      | Yes  |                             |   |
| 74.218.64.62   | LinkedIn 2   | 1-Sep-09      | Yes  |                             |   |

| IP Address     | Survey Group | Date Answered | Do you consider yourself a Facility Manager? | Are you currently employed? | If you are not employed, how long have you been searching for a position? |
|----------------|--------------|---------------|--|-----------------------------|---|
| 199.79.112.254 | Linkedin 2   | 4-Sep-09      | Yes  |                             |   |

| <p>If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession?</p> <p>Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:</p> |              |               |             |  |
|---|--------------|---------------|-------------|--|
| IP Address  | Survey Group | Date Answered |             |  |
| 143.61.249.29   | Orlando      | 2-Sep-09      | In-House    | Limit projects concentrate on basic maintenance energy conservation  |
| 125.63.75.130   | LinkedIn 1   | 24-Aug-09     | In-House    | Low fare Travel Cost which Includes Air Travel, Local Transportation. Effective cost control measures in Communication cost with limited credit each department. Weekly discussion with all the departments for their inputs.                            |
| 216.18.16.98  | BC           | 2-Sep-09      | In-House    | Prioritizing jobs - what has to be done now and what can wait until next year.   |
| 216.220.46.186  | Ontario      | 3-Sep-09      | Outsourcing | Due to the downturn we have focused on personal development. Several of us have become LEED AP and I'm working on my PMP. One of our associate is working on becoming CFM. So with the little free time we have been focused on strengthening ourselves. |
| 132.235.125.165   | Dakotas      | 3-Sep-09      | In-House    | Layoffs, reduction in services   |
| 99.239.125.66   | Ontario      | 3-Sep-09      | Outsourcing |  |
|   |              |               |             |  |



| IP Address     | Survey Group | Date Answered | If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:  |
|----------------|--------------|---------------|---|--|
| 72.175.189.183 | Michigan     | 5-Sep-09      | Outsourcing   | Temporary suspension of capitol improvements. A strategy of a 25% reduction in capitol projects over the next two years. |
| 68.214.17.73   | Linkedin 2   | 8-Sep-09      |   |  |

| <p>If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession?</p> <p>Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:</p> |              |               |             |   |
|---|--------------|---------------|-------------|---|
| IP Address  | Survey Group | Date Answered |             |   |
| 75.155.129.96   | BC           | 7-Sep-09      | NA          |   |
| 12.111.112.56   | California   | 31-Aug-09     | Outsourcing | Deferred Maintenance  |
| 69.38.24.117  | Orlando      | 2-Sep-09      | In-House    | Laid off one FT and one PT position; manager and tech. Combined both jobs into one FM Coordinator position at a rate of pay that is lower than the manager but based on 40 hrs higher than the PT tech. |
| 66.37.130.51  | Phoenix      | 3-Sep-09      | NA          |   |
| 192.31.106.34   | Linkedin 2   | 1-Sep-09      |             |   |
| 38.104.62.182   | Linkedin 2   | 2-Sep-09      |             |   |
| 204.50.19.6   | BC           | 2-Sep-09      | NA          | NA  |

| IP Address     | Survey Group | Date Answered | If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:   |
|----------------|--------------|---------------|---|---|
| 12.104.148.2   | California   | 1-Sep-09      | In-House  | Yes. We have tried to have our in house technicians perform as much as the work that was outsourced in the past. Such as plumbing, painting, and some electrical. In addition, we have elimanted some non-essential janitorial supplies such as additional paper towels for break rooms, where paper towels already exist inside of paper towel dispensers. Also, we have switched on some custodial supplies to purchase similiar products at a less expensive price. Another thing that we have done is gone out to bid on a lot of our vendors that are not currently under contract to reduce and control cost. |
| 216.49.181.254 | California   | 31-Aug-09     | NA  | There are many initiatives in the utility area being implemented to increase savings.   |
| 63.86.92.198   | Dakotas      | 3-Sep-09      | Outsourcing   | lean  |

|                |              | If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? |          |  | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:   |
|----------------|--------------|---|----------|--|---|
| IP Address     | Survey Group | Date Answered   |          |  |   |
| 69.47.115.17   | Michigan     | 9-Sep-09  | NA       |  | saving on utilities usage   |
| 69.156.145.135 | Ontario      | 3-Sep-09  | In-House |  | Utilities Conservation Projects   |
| 216.16.236.150 | Ontario      | 3-Sep-09  | NA       |  | I've answered the above as N/A as there has not been a shift in out outsourcing vs. inhouse strategy mix. With regards to this question, we are very focused on cost cutting measure, we are looking at possible energy saving measures, we have cut back on travel and have deferred or delayed some projects. |
| 64.42.80.198   | Ontario      | 3-Sep-09  | In-House |  |   |
| 203.18.176.243 | BC           | 8-Sep-09  | NA       |  |   |
| 134.129.73.70  | Dakotas      | 9-Sep-09  | In-House |  | Closer look at construction and renovation projects.  |

|                |              |               | If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them: |
|----------------|--------------|---------------|---|---|
| IP Address     | Survey Group | Date Answered |   |   |
| 24.128.223.123 | NYC          | 31-Aug-09     | NA  |   |
|                |              |               |   |   |
|                |              |               |   |   |
|                |              |               |   |   |
|                |              |               |   |   |
| 66.170.246.10  | Linkedin 2   | 8-Sep-09      |   |   |
| 76.98.203.248  | Linkedin 2   | 1-Sep-09      |   |   |
| 75.24.106.210  | Linkedin 2   | 7-Sep-09      |   |   |
|                |              |               |   |   |
|                |              |               |   |   |
|                |              |               |   |   |
| 209.184.143.25 | Linkedin 2   | 2-Sep-09      |   |   |

|                |              |               | If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? |  | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them: |
|----------------|--------------|---------------|---|--|---|
| IP Address     | Survey Group | Date Answered |   |  |   |
| 87.246.166.240 | Linkedin 2   | 2-Sep-09      |   |  |   |
| 94.6.130.51    | Linkedin 2   | 11-Sep-09     |   |  |   |
| 207.34.170.253 | BC           | 3-Sep-09      | Outsourcing   |  | None to date  |
| 12.162.213.5   | Dakotas      | 3-Sep-09      | In-House  |  | Cutting cost, reducing the labor force, pushing LEAN projects, quicker implementations, and more price shopping.        |
| 64.62.103.194  | Phoenix      | 11-Sep-09     | NA  |  |   |

| <p>If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession?</p> <p>Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:</p> |              |               |          |  |
|---|--------------|---------------|----------|--|
| IP Address  | Survey Group | Date Answered |          |  |
| 142.52.81.11  | BC           | 2-Sep-09      | In-House |  |
| 208.251.229.93  | Linkedin 2   | 2-Sep-09      |          |  |
| 148.167.2.60  | Phoenix      | 9-Sep-09      | NA       |  |
| 209.104.249.90  | LinkedIn 1   | 25-Aug-09     | NA       | More communication, reminders and information sessions   |
| 196.30.133.241  | LinkedIn 1   | 24-Aug-09     | NA       |  |
| 75.74.26.179  | LinkedIn 1   | 24-Aug-09     | NA       | With our current vendor base, we have said to all our vendors we need a 15% cut from their labor rate and no more than 30% mark-up on parts. |

| <p>If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession?</p> <p>Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:</p> |              |               |             |   |
|---|--------------|---------------|-------------|---|
| IP Address  | Survey Group | Date Answered |             |   |
| 205.188.116.80  | LinkedIn 1   | 25-Aug-09     | NA          | As part of leaning out upper management, over 60 years in age, my position as Facilities Manager for a large manufacturing facility was eliminated and awarded to a less qualified subordinate. The market is extremely lean at this time for FM's.   |
| 99.179.98.192   | LinkedIn 1   | 24-Aug-09     | In-House    | Laid me off, hired a cheaper FM and Assumed some of the more higher functions (now they have a puppet!)   |
| 192.236.20.107  | LinkedIn 1   | 25-Aug-09     | Outsourcing | Deferring capital expenditures. Hiring freeze.  |
| 24.189.245.33   | LinkedIn 1   | 25-Aug-09     | NA          | NA  |
| 173.73.12.18  | LinkedIn 1   | 24-Aug-09     | Outsourcing | Cut out the 401k match Salary cuts of 5% for everyone below Director level Reduction of services to the building users  |
| 75.194.205.187  | LinkedIn 1   | 25-Aug-09     | NA          |   |
| 20.139.226.50   | LinkedIn 1   | 24-Aug-09     | Outsourcing | Cost-cutting measures such as reviewing spending on services contracts (delaying or reducing the frequency of service), reducing spend on stationery, bathroom and kitchen consumables, and re-negotiate contracts with service providers to take out CPI increases in existing contracts (typically 3.5% increase year-on-year). |



|                |              | If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? |             |  | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:                                       |
|----------------|--------------|---|-------------|--|---|
| IP Address     | Survey Group | Date Answered   |             |  |   |
| 67.197.121.112 | LinkedIn 1   | 26-Aug-09   | NA          |  |   |
| 59.93.78.197   | LinkedIn 1   | 24-Aug-09   | Outsourcing |  | standardisation, tight budgeting, outsourcing   |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09   | Outsourcing |  | trying to do more with less   |
| 65.243.44.170  | LinkedIn 1   | 24-Aug-09   | In-House    |  | Currently, we are evaluating the space needs to determine if exercising our right as a tenant to return space not being utilized due to company-wide layoffs. |
| 65.242.46.2    | LinkedIn 1   | 24-Aug-09   | Outsourcing |  | Cost cutting, renegotiation contracts, limiting supply and furniture purchases  |
| 210.55.128.254 | LinkedIn 1   | 24-Aug-09   | Outsourcing |  | Nil, BAU (Business as usual)  |

| <p>If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession?</p> <p>Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:</p> |              |               |             |   |
|---|--------------|---------------|-------------|---|
| IP Address  | Survey Group | Date Answered |             |   |
| 65.207.212.113  | LinkedIn 1   | 10-Sep-09     | NA          | Deferred some maintenance work in our facility. For instance, cleaning wood doors and furniture will be postponed   |
| 64.0.30.244   | LinkedIn 1   | 26-Aug-09     | NA          | NA  |
| 74.232.2.203  | LinkedIn 1   | 25-Aug-09     | Outsourcing | Delayed projects Re Bid all services Cross Training of all associates   |
| 64.12.116.80  | LinkedIn 1   | 24-Aug-09     | In-House    | reduction of outside PM work, delayed purchases of new equipment, layoff of staff. More repairs done by part time staff, who have become full time due to amount of work. |
| 203.13.168.24   | LinkedIn 1   | 24-Aug-09     | In-House    | We have worked very well on reducing Energy expenses and Office supplies. Many in house projects to recycle paper was introduced.   |
| 74.218.64.62  | LinkedIn 1   | 25-Aug-09     | In-House    | Revising priorities to concentrate on reduced spending.   |
| 75.211.100.241  | LinkedIn 1   | 26-Aug-09     | Outsourcing | Chase grants for LEED technology upgrades   |
| 98.216.161.15   | LinkedIn 1   | 24-Aug-09     | In-House    | Back to basics and a lot of it.   |
| 98.236.189.114  | LinkedIn 1   | 8-Sep-09      | In-House    | Implementing process improvement initiatives  |

| <p>If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession?</p> <p>Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:</p> |              |               |          |  |
|---|--------------|---------------|----------|--|
| IP Address  | Survey Group | Date Answered |          |  |
| 99.144.149.6  | LinkedIn 1   | 24-Aug-09     | In-House | drastic budget cutting. long range and capital improvement is deferred.  |
| 204.239.136.99  | BC           | 2-Sep-09      | In-House | Confirm with business what their requirements are for space and then adjust portfolio accordingly; Eliminate any nice to haves from expenditures   |
| 199.175.128.1   | BC           | 2-Sep-09      | NA       | Focus on delivering a good PM program to minimize demand issues. Prioritize the needs and review the wants.  |
| 70.70.225.39  | BC           | 2-Sep-09      |          | re-organization and consolidating positions--more work by fewer staff  |
| 142.58.181.176  | BC           | 2-Sep-09      | In-House | Review all budget line items to squeeze a 10% reduction over the next 3 years. Review all contracts to ensure compliance on the part of the vendor in line with the rates/fees being charged and all terms/obligations being met. Negotiate with landlord on reducing common area maintenance costs. |
| 70.210.203.141  | California   | 2-Sep-09      | In-House |  |
| 66.172.221.209  | Dakotas      | 3-Sep-09      | NA       | Conserve where ever possible.  |

| If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? |              |               |          |  |
|---|--------------|---------------|----------|--|
| IP Address  | Survey Group | Date Answered |          | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:  |
| 65.101.99.238   | Dakotas      | 3-Sep-09      |          | The FM strategy at my company has not changed during this current down turn in the economy. I maintain my current work load while out sourcing jobs that are bigger then my department can handle. |
| 64.112.201.178  | Michigan     | 2-Sep-09      | NA       | cost reduction   |
| 208.132.238.45  | NYC          | 1-Sep-09      | In-House |  |
| 173.52.25.31  | NYC          | 1-Sep-09      |          |  |
| 209.171.47.7  | Ontario      | 3-Sep-09      | NA       | We are only doing what is absolutely necessary in supporting the organization and seeking oportunities for further cost savings  |
| 97.101.203.48   | Orlando      | 4-Sep-09      | NA       | Cut jobs and layoffs   |

|                 |              | If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? |          |  | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:             |
|-----------------|--------------|---|----------|--|---|
| IP Address      | Survey Group | Date Answered   |          |  |   |
| 204.97.218.131  | Orlando      | 2-Sep-09  | In-House |  | Reduced amount of equipment being leased and downsized our staff  |
| 64.221.153.2    | Orlando      | 2-Sep-09  | In-House |  | Some items being deferred, more emphasis on using volunteers.   |
| 205.172.172.132 | Orlando      | 8-Sep-09  | In-House |  | As a government entity we are doing less discretionary work, focus is on building envelope (weatherization, roof), HVAC, and safety |
| 74.2.150.115    | Phoenix      | 7-Sep-09  | In-House |  | Trim FT staff and increased hours for PT workers. Addressing energy saving products/practices.                                      |

| <p>If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession?</p> <p>Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:</p> |              |               |          |  |
|---|--------------|---------------|----------|--|
| IP Address  | Survey Group | Date Answered |          |  |
| 148.126.100.82  | Phoenix      | 3-Sep-09      | In-House | Adjusting preventive maintenance (longer intervals), delaying non-critical capital projects, assessing contract services and eliminating or reducing where appropriate, severance packages for aging employees, release of contract employees, reduction of over-time. |
| 170.12.232.243  | Michigan     | 2-Sep-09      | In-House | cost savings initiatives such as light sensors, portion control paper dispensers, recycling to reduce trash removal, touch less water faucets. We also requested our current vendors keep their contracted services at last years (2008) pricing.                      |
| 76.10.71.125  | Dakotas      | 3-Sep-09      | In-House | No   |
| 81.82.150.45  | LinkedIn 1   | 29-Aug-09     | In-House | Priority to tenders of major Facility Contracts with the goal to obtain savings, savings and savings   |
| 131.107.0.106   | Dakotas      | 3-Sep-09      | In-House | Wage freeze; freeze on updating PCs and laptops that are at the end of service life; speeding up the time line for re-bidding of services. Reduction of some positions within the FM department.   |

| <p>If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession?</p> <p>Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them:</p> |              |               |          |   |
|---|--------------|---------------|----------|---|
| IP Address  | Survey Group | Date Answered |          |   |
| 64.173.35.10  | California   | 31-Aug-09     | In-House | We have held off filling vacant positions and delayed some larger construction projects.  |
| 143.112.144.129   | BC           | 2-Sep-09      | In-House |   |
| 199.253.130.17  | Dakotas      | 8-Sep-09      | In-House |   |
| 208.89.76.203   | LinkedIn 1   | 3-Sep-09      | In-House |   |
| 86.96.226.16  | LinkedIn 1   | 25-Aug-09     | In-House |   |
| 32.42.4.130   | LinkedIn 1   | 25-Aug-09     | NA       | We are fortunate our company is groing (EMEA region) and we currently are hiring more personell in the HQ office. - cut in travel costs - every expense is double checked and rethought through before purchasing |
| 86.7.163.167  | LinkedIn 1   | 24-Aug-09     | NA       |   |
| 83.163.138.236  | LinkedIn 1   | 24-Aug-09     | NA       |   |
| 38.112.96.194   | Ontario      | 8-Sep-09      | NA       |   |
| 76.236.212.123  | LinkedIn 1   | 24-Aug-09     | NA       |   |
| 142.52.81.11  | BC           | 3-Sep-09      | NA       |   |
| 65.126.202.253  | California   | 1-Sep-09      | NA       | less spending, unless necessary   |
| 70.0.62.100   | Phoenix      | 2-Sep-09      | NA       |   |

|                |              |               | If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them: |
|----------------|--------------|---------------|---|---|
| IP Address     | Survey Group | Date Answered |   |   |
| 195.245.223.4  | LinkedIn 1   | 25-Aug-09     | Outsourcing   | 15% savings on the bottom line (P&L) of which 10% to be generated by headcounth savings.                                |
| 69.243.47.201  | LinkedIn 1   | 24-Aug-09     | Outsourcing   | analyzing the affect consolidating facility service providers will have in driving costs down.                          |
| 146.9.23.217   | Michigan     | 2-Sep-09      | Outsourcing   | Combining Maintenance / Service Contracts for Better Pricing with Single Vendor Selection                               |
| 24.220.8.27    | Dakotas      | 3-Sep-09      | Outsourcing   | Constantly looking for cost saving improvements in the operating budget.  |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     | Outsourcing   | FM systems for lowering maintenance costs   |
| 66.162.30.190  | Orlando      | 2-Sep-09      | Outsourcing   | limit expenses to essential, less people do more  |
| 206.53.157.139 | California   | 31-Aug-09     | Outsourcing   | Severely reducing capital improvements Hiring freeze 15% operational budget reduction                                   |
| 198.162.158.16 | BC           | 9-Sep-09      | Outsourcing   |   |
| 97.102.131.32  | Orlando      | 2-Sep         | Outsourcing   |   |
| 205.142.252.21 | California   | 1-Sep-09      | Outsourcing   |   |
| 67.36.75.49    | Michigan     | 2-Sep-09      | Outsourcing   |   |



|                |              |               | If you are employed, has your FM department focused more on outsourcing or performing in-house since the recession? | Has your FM department undertaken any special strategies for surviving the economic downturn? If so, briefly list them: |
|----------------|--------------|---------------|---|---|
| IP Address     | Survey Group | Date Answered |   |   |
| 69.200.226.208 | NYC          | 7-Sep-09      |   |   |
| 68.143.133.245 | LinkedIn 1   | 25-Aug-09     |   |   |
| 97.122.209.85  | LinkedIn 1   | 24-Aug-09     |   |   |
| 207.200.116.73 | LinkedIn 2   | 2-Sep-09      |   |   |
| 205.188.116.5  | LinkedIn 2   | 2-Sep-09      |   |   |
| 75.144.174.17  | LinkedIn 2   | 2-Sep-09      |   |   |
| 69.61.210.185  | LinkedIn 2   | 1-Sep-09      |   |   |
| 74.218.64.62   | LinkedIn 2   | 1-Sep-09      |   |   |

If you are  
employed, has  
your FM  
department  
focused more on  
outsourcing or  
performing in-  
house since the  
recession?

Has your FM department  
undertaken any special  
strategies for surviving the  
economic downturn? If so, briefly  
list them:

| IP Address     | Survey<br>Group | Date<br>Answered |  |  |
|----------------|-----------------|------------------|--|--|
| 199.79.112.254 | Linkedin 2      | 4-Sep-09         |  |  |

| IP Address      | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer?   |
|-----------------|--------------|---------------|--|--|
| 143.61.249.29   | Orlando      | 2-Sep-09      | 17 yr.s here   | More than 10 years   |
| 125.63.75.130   | LinkedIn 1   | 24-Aug-09     | Coordination and communication with personal and professional network.                           | I shall definitely be willing to attend interviews for locations in India. You can reach me at iqbalmohtd2@gmail.com |
| 216.18.16.98    | BC           | 2-Sep-09      | Have been in this position since 2000  | More than 10 years   |
| 216.220.46.186  | Ontario      | 3-Sep-09      | Head-hunter/Recruiter  | More than 10 years   |
| 132.235.125.165 | Dakotas      | 3-Sep-09      | Head-hunter/Recruiter  | Less than 1 year   |
| 99.239.125.66   | Ontario      | 3-Sep-09      | Head-hunter/Recruiter  | Less than a year   |
|                 |              |               |  |  |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 72.175.189.183 | Michigan     | 5-Sep-09      | Head-hunter/Recruiter<br>The recruiter found my resume on Career Builders.com                    | Less than 1 year   |
| 68.214.17.73   | Linkedin 2   | 8-Sep-09      | Hired 18 months ago through personal acquaintance relationship.                                  | 1 to 3 years   |

| IP Address    | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|---------------|--------------|---------------|--|--|
| 75.155.129.96 | BC           | 7-Sep-09      | In-person networking   | Less than 1 year   |
| 12.111.112.56 | California   | 31-Aug-09     | In-person networking   | Less than a year   |
| 69.38.24.117  | Orlando      | 2-Sep-09      | In-person networking   | Less than a year   |
| 66.37.130.51  | Phoenix      | 3-Sep-09      | In-person networking   | 1 to 3 years   |
| 192.31.106.34 | Linkedin 2   | 1-Sep-09      | In-person networking   | 1 to 3 years   |
| 38.104.62.182 | Linkedin 2   | 2-Sep-09      | In-person networking   | More than 10 years   |
| 204.50.19.6   | BC           | 2-Sep-09      | NA   | More than 10 years   |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 12.104.148.2   | California   | 1-Sep-09      | NA   | 7 to 10 years  |
| 216.49.181.254 | California   | 31-Aug-09     | NA   | 7 to 10 years  |
| 63.86.92.198   | Dakotas      | 3-Sep-09      | NA   | More than 10 years   |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 69.47.115.17   | Michigan     | 9-Sep-09      | NA   |  |
| 69.156.145.135 | Ontario      | 3-Sep-09      | NA   | 7 to 10 years  |
| 216.16.236.150 | Ontario      | 3-Sep-09      | NA   | 7 to 10 years  |
| 64.42.80.198   | Ontario      | 3-Sep-09      | Newspaper: Help Wanted   | 7 to 10 years  |
| 203.18.176.243 | BC           | 8-Sep-09      | Online Job board   | 1 to 3 years   |
| 134.129.73.70  | Dakotas      | 9-Sep-09      | Online Job board   | Less than 1 year   |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 24.128.223.123 | NYC          | 31-Aug-09     | Online Job board   |  |
| 66.170.246.10  | Linkedin 2   | 8-Sep-09      | Online Job Board   | Less than 1 year   |
| 76.98.203.248  | Linkedin 2   | 1-Sep-09      | Online Job Board   | 1 to 3 years   |
| 75.24.106.210  | Linkedin 2   | 7-Sep-09      | Online Job Board   | 1 to 3 years   |
| 209.184.143.25 | Linkedin 2   | 2-Sep-09      | Online Job board   | 3 to 7 years   |



| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 87.246.166.240 | Linkedin 2   | 2-Sep-09      | Online Job Board   | Less than 1 year   |
| 94.6.130.51    | Linkedin 2   | 11-Sep-09     | Online Job Board   | Less than 1 year   |
| 207.34.170.253 | BC           | 3-Sep-09      | Online Job Board<br>Newspaper Advertising  | More than 10 years   |
| 12.162.213.5   | Dakotas      | 3-Sep-09      | Social networking  | 3 to 7 years   |
| 64.62.103.194  | Phoenix      | 11-Sep-09     | Social networking  | Less than 1 year   |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 142.52.81.11   | BC           | 2-Sep-09      | Social networking  | 1 to 3 years   |
| 208.251.229.93 | Linkedin 2   | 2-Sep-09      | Social networking  | More than 10 years   |
| 148.167.2.60   | Phoenix      | 9-Sep-09      | weekly e-mail notifications  | Less than 1 year   |
| 209.104.249.90 | LinkedIn 1   | 25-Aug-09     |  |  |
| 196.30.133.241 | LinkedIn 1   | 24-Aug-09     |  |  |
| 75.74.26.179   | LinkedIn 1   | 24-Aug-09     |  |  |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 205.188.116.80 | LinkedIn 1   | 25-Aug-09     |  |  |
| 99.179.98.192  | LinkedIn 1   | 24-Aug-09     |  |  |
| 192.236.20.107 | LinkedIn 1   | 25-Aug-09     |  |  |
| 24.189.245.33  | LinkedIn 1   | 25-Aug-09     |  |  |
| 173.73.12.18   | LinkedIn 1   | 24-Aug-09     |  |  |
| 75.194.205.187 | LinkedIn 1   | 25-Aug-09     |  |  |
| 20.139.226.50  | LinkedIn 1   | 24-Aug-09     |  |  |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 67.197.121.112 | LinkedIn 1   | 26-Aug-09     |  |  |
| 59.93.78.197   | LinkedIn 1   | 24-Aug-09     |  |  |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     |  |  |
| 65.243.44.170  | LinkedIn 1   | 24-Aug-09     |  |  |
| 65.242.46.2    | LinkedIn 1   | 24-Aug-09     |  |  |
| 210.55.128.254 | LinkedIn 1   | 24-Aug-09     |  |  |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 65.207.212.113 | LinkedIn 1   | 10-Sep-09     |  |  |
| 64.0.30.244    | LinkedIn 1   | 26-Aug-09     |  |  |
| 74.232.2.203   | LinkedIn 1   | 25-Aug-09     |  |  |
| 64.12.116.80   | LinkedIn 1   | 24-Aug-09     |  |  |
| 203.13.168.24  | LinkedIn 1   | 24-Aug-09     |  |  |
| 74.218.64.62   | LinkedIn 1   | 25-Aug-09     |  |  |
| 75.211.100.241 | LinkedIn 1   | 26-Aug-09     |  |  |
| 98.216.161.15  | LinkedIn 1   | 24-Aug-09     |  |  |
| 98.236.189.114 | LinkedIn 1   | 8-Sep-09      |  |  |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 99.144.149.6   | LinkedIn 1   | 24-Aug-09     |  |  |
| 204.239.136.99 | BC           | 2-Sep-09      |  | More than 10 years   |
| 199.175.128.1  | BC           | 2-Sep-09      |  | More than 10 years   |
| 70.70.225.39   | BC           | 2-Sep-09      |  |  |
| 142.58.181.176 | BC           | 2-Sep-09      |  | 3 to 7 years   |
| 70.210.203.141 | California   | 2-Sep-09      |  | 3 to 7 years   |
| 66.172.221.209 | Dakotas      | 3-Sep-09      |  | 7 to 10 years  |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 65.101.99.238  | Dakotas      | 3-Sep-09      |  | 7 to 10 years  |
| 64.112.201.178 | Michigan     | 2-Sep-09      |  | 7 to 10 years  |
| 208.132.238.45 | NYC          | 1-Sep-09      |  | 7 to 10 years  |
| 173.52.25.31   | NYC          | 1-Sep-09      |  |  |
| 209.171.47.7   | Ontario      | 3-Sep-09      |  | More than 10 years   |
| 97.101.203.48  | Orlando      | 4-Sep-09      |  | 7 to 10 years  |

| IP Address      | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|-----------------|--------------|---------------|--|--|
| 204.97.218.131  | Orlando      | 2-Sep-09      |  | 3 to 7 years   |
| 64.221.153.2    | Orlando      | 2-Sep-09      |  | More than 10 years   |
| 205.172.172.132 | Orlando      | 8-Sep-09      |  | More than 10 years   |
| 74.2.150.115    | Phoenix      | 7-Sep-09      |  | 3 to 7 years   |



| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 148.126.100.82 | Phoenix      | 3-Sep-09      |  | 3 to 7 years   |
| 170.12.232.243 | Michigan     | 2-Sep-09      |  | More than 10 years   |
| 76.10.71.125   | Dakotas      | 3-Sep-09      |  | More than 10 years   |
| 81.82.150.45   | LinkedIn 1   | 29-Aug-09     |  |  |
| 131.107.0.106  | Dakotas      | 3-Sep-09      |  | 3 to 7 years   |

| IP Address      | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|-----------------|--------------|---------------|--|--|
| 64.173.35.10    | California   | 31-Aug-09     |  | 7 to 10 years  |
| 143.112.144.129 | BC           | 2-Sep-09      |  | 3 to 7 years   |
| 199.253.130.17  | Dakotas      | 8-Sep-09      |  | 7 to 10 years  |
| 208.89.76.203   | LinkedIn 1   | 3-Sep-09      |  |  |
| 86.96.226.16    | LinkedIn 1   | 25-Aug-09     |  |  |
| 32.42.4.130     | LinkedIn 1   | 25-Aug-09     |  |  |
| 86.7.163.167    | LinkedIn 1   | 24-Aug-09     |  |  |
| 83.163.138.236  | LinkedIn 1   | 24-Aug-09     |  |  |
| 38.112.96.194   | Ontario      | 8-Sep-09      |  | 1 to 3 years   |
| 76.236.212.123  | LinkedIn 1   | 24-Aug-09     |  |  |
| 142.52.81.11    | BC           | 3-Sep-09      |  | More than 10 years   |
| 65.126.202.253  | California   | 1-Sep-09      |  | 3 to 7 years   |
| 70.0.62.100     | Phoenix      | 2-Sep-09      |  | 3 to 7 years   |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 195.245.223.4  | LinkedIn 1   | 25-Aug-09     |  |  |
| 69.243.47.201  | LinkedIn 1   | 24-Aug-09     |  |  |
| 146.9.23.217   | Michigan     | 2-Sep-09      |  | More than 10 years   |
| 24.220.8.27    | Dakotas      | 3-Sep-09      |  | 3 to 7 years   |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     |  |  |
| 66.162.30.190  | Orlando      | 2-Sep-09      |  | 3 to 7 years   |
| 206.53.157.139 | California   | 31-Aug-09     |  | More than 10 years   |
| 198.162.158.16 | BC           | 9-Sep-09      |  | 1 to 3 years   |
| 97.102.131.32  | Orlando      | 2-Sep         |  | 1 to 3 years   |
| 205.142.252.21 | California   | 1-Sep-09      |  | 3 to 7 years   |
| 67.36.75.49    | Michigan     | 2-Sep-09      |  | More than 10 years   |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 69.200.226.208 | NYC          | 7-Sep-09      |  |  |
| 68.143.133.245 | LinkedIn 1   | 25-Aug-09     |  |  |
| 97.122.209.85  | LinkedIn 1   | 24-Aug-09     |  |  |
| 207.200.116.73 | LinkedIn 2   | 2-Sep-09      |  |  |
| 205.188.116.5  | LinkedIn 2   | 2-Sep-09      |  | 1 to 3 years   |
| 75.144.174.17  | LinkedIn 2   | 2-Sep-09      |  | 1 to 3 years   |
| 69.61.210.185  | LinkedIn 2   | 1-Sep-09      |  | 3 to 7 years   |
| 74.218.64.62   | LinkedIn 2   | 1-Sep-09      |  | 7 to 10 years  |

| IP Address     | Survey Group | Date Answered | If you were hired for your current job within the past year, what method did you use to find it? | If you are employed, how many years have you worked for the same employer? |
|----------------|--------------|---------------|--|--|
| 199.79.112.254 | Linkedin 2   | 4-Sep-09      |  | More than 10 years   |

| IP Address      | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|-----------------|--------------|---------------|--|
| 143.61.249.29   | Orlando      | 2-Sep-09      | be fully aware of going green and reducing cost  |
| 125.63.75.130   | LinkedIn 1   | 24-Aug-09     |  |
| 216.18.16.98    | BC           | 2-Sep-09      |  |
| 216.220.46.186  | Ontario      | 3-Sep-09      | No not aware of any here in Toronto Canada.  |
| 132.235.125.165 | Dakotas      | 3-Sep-09      |  |
| 99.239.125.66   | Ontario      | 3-Sep-09      |  |
|                 |              |               |  |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|----------------|--------------|---------------|--|
| 72.175.189.183 | Michigan     | 5-Sep-09      | IFMSA has taken a proactive approach with its job board and the automated notification of job postings.          |
| 68.214.17.73   | Linkedin 2   | 8-Sep-09      |  |

| IP Address    | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them:  |
|---------------|--------------|---------------|---|
| 75.155.129.96 | BC           | 7-Sep-09      | I recently opened my own business after being an FM at a company for 16 years. I find IFMA and personal referrals as my best source for new business.         |
| 12.111.112.56 | California   | 31-Aug-09     | None Known  |
| 69.38.24.117  | Orlando      | 2-Sep-09      | Our local chapter post any and all jobs on our website, we keep communication open for our members who are great at letting everyone know of a position open. |
| 66.37.130.51  | Phoenix      | 3-Sep-09      |   |
| 192.31.106.34 | Linkedin 2   | 1-Sep-09      |   |
| 38.104.62.182 | Linkedin 2   | 2-Sep-09      |   |
| 204.50.19.6   | BC           | 2-Sep-09      | Work of mouth would work the best   |



| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|----------------|--------------|---------------|--|
| 12.104.148.2   | California   | 1-Sep-09      | None   |
| 216.49.181.254 | California   | 31-Aug-09     | Unaware of any initiatives.  |
| 63.86.92.198   | Dakotas      | 3-Sep-09      | No   |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|----------------|--------------|---------------|--|
| 69.47.115.17   | Michigan     | 9-Sep-09      | join networking groups   |
| 69.156.145.135 | Ontario      | 3-Sep-09      | Classifieds, Internet Job Hunting, Networking and word of mouth.   |
| 216.16.236.150 | Ontario      | 3-Sep-09      | No   |
| 64.42.80.198   | Ontario      | 3-Sep-09      |  |
| 203.18.176.243 | BC           | 8-Sep-09      | word of mouth, IFMA, BOMA  |
| 134.129.73.70  | Dakotas      | 9-Sep-09      | Not in my geographical area.   |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|----------------|--------------|---------------|--|
| 24.128.223.123 | NYC          | 31-Aug-09     |  |
| 66.170.246.10  | Linkedin 2   | 8-Sep-09      |  |
| 76.98.203.248  | Linkedin 2   | 1-Sep-09      |  |
| 75.24.106.210  | Linkedin 2   | 7-Sep-09      |  |
| 209.184.143.25 | Linkedin 2   | 2-Sep-09      |  |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|----------------|--------------|---------------|--|
| 87.246.166.240 | Linkedin 2   | 2-Sep-09      |  |
| 94.6.130.51    | Linkedin 2   | 11-Sep-09     |  |
| 207.34.170.253 | BC           | 3-Sep-09      |  |
| 12.162.213.5   | Dakotas      | 3-Sep-09      | No   |
| 64.62.103.194  | Phoenix      | 11-Sep-09     | network!   |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them:  |
|----------------|--------------|---------------|---|
| 142.52.81.11   | BC           | 2-Sep-09      |   |
| 208.251.229.93 | Linkedin 2   | 2-Sep-09      |   |
| 148.167.2.60   | Phoenix      | 9-Sep-09      |   |
| 209.104.249.90 | LinkedIn 1   | 25-Aug-09     | IFMA has several ongoing initiatives both on the web and networking groups. A personal initiative is to survey yourself and see where else your skill sets fit. |
| 196.30.133.241 | LinkedIn 1   | 24-Aug-09     | Start specialising on green initiatives, Occupational Health and Safety and project management as additional skills   |
| 75.74.26.179   | LinkedIn 1   | 24-Aug-09     | Linked-In is a great tool.  |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them:   |
|----------------|--------------|---------------|--|
| 205.188.116.80 | LinkedIn 1   | 25-Aug-09     | I don't know of any. As a senior, unemployed, maintenance/facilities manager with over 30 years experience. I would be very interested in any initiatives. |
| 99.179.98.192  | LinkedIn 1   | 24-Aug-09     | No   |
| 192.236.20.107 | LinkedIn 1   | 25-Aug-09     | No   |
| 24.189.245.33  | LinkedIn 1   | 25-Aug-09     | No   |
| 173.73.12.18   | LinkedIn 1   | 24-Aug-09     | None other than the high priced training efforts.  |
| 75.194.205.187 | LinkedIn 1   | 25-Aug-09     | International Facilities Management Association  |
| 20.139.226.50  | LinkedIn 1   | 24-Aug-09     | No   |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them:  |
|----------------|--------------|---------------|---|
| 67.197.121.112 | LinkedIn 1   | 26-Aug-09     | I wish I did. I was in a layoff 5 months ago in Charlotte, NC. I am a member of IFMA.   |
| 59.93.78.197   | LinkedIn 1   | 24-Aug-09     | yes most of the FM,s are out of job because they lack practical hands on experience for the job even inspite of having work experience. These FM's needs to learn the job fist & then be very parctical in salary expectation. companies has bee paying bit too high in recent past sinc there has been very little control on this function. FM's seldom strive to ring down cost of operation due to fear of getting beating from their clients. This is the best time for real trained & talented FM's to prove their worth. |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     | knowledge of smart systems  |
| 65.243.44.170  | LinkedIn 1   | 24-Aug-09     | I am not aware of any specific initiatives, however I noted that via Linked-In folks are doing more agressive networking as a means of stying connected in the industry.  |
| 65.242.46.2    | LinkedIn 1   | 24-Aug-09     | IFMA has a job search site specific to the FM industry.   |
| 210.55.128.254 | LinkedIn 1   | 24-Aug-09     | Just keep on applying the jobs are out there.   |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them:   |
|----------------|--------------|---------------|--|
| 65.207.212.113 | LinkedIn 1   | 10-Sep-09     | many of those who need to look for work always go through their local chapter of IFMA. A lot of networking; other than that I don't know of anything else. |
| 64.0.30.244    | LinkedIn 1   | 26-Aug-09     | NA   |
| 74.232.2.203   | LinkedIn 1   | 25-Aug-09     | Network Volunteer your time with associations in your space<br>Form a accountability grp   |
| 64.12.116.80   | LinkedIn 1   | 24-Aug-09     | network, network, network, network   |
| 203.13.168.24  | LinkedIn 1   | 24-Aug-09     | No   |
| 74.218.64.62   | LinkedIn 1   | 25-Aug-09     | No, but would love to learn of anything out there that could assist those looking for work, or for changing jobs.  |
| 75.211.100.241 | LinkedIn 1   | 26-Aug-09     | None   |
| 98.216.161.15  | LinkedIn 1   | 24-Aug-09     | None at this time.   |
| 98.236.189.114 | LinkedIn 1   | 8-Sep-09      | none that I'm aware of   |



| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them:     |
|----------------|--------------|---------------|--|
| 99.144.149.6   | LinkedIn 1   | 24-Aug-09     | not sure what this question means? initiatives? none i am aware of. would love to hear about them.                   |
| 204.239.136.99 | BC           | 2-Sep-09      | IFMA Chapter postings  |
| 199.175.128.1  | BC           | 2-Sep-09      | not currently  |
| 70.70.225.39   | BC           | 2-Sep-09      | local IFMA chapter job board, networking (most effective to uncover the hidden jobs), workopolis, placement agencies |
| 142.58.181.176 | BC           | 2-Sep-09      | Networking through IFMA contacts.  |
| 70.210.203.141 | California   | 2-Sep-09      | Do not, new member to IFMA.  |
| 66.172.221.209 | Dakotas      | 3-Sep-09      | None   |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them:   |
|----------------|--------------|---------------|--|
| 65.101.99.238  | Dakotas      | 3-Sep-09      | no   |
| 64.112.201.178 | Michigan     | 2-Sep-09      | Local IFMA Chapter and IFMA job board  |
| 208.132.238.45 | NYC          | 1-Sep-09      | "Women in Sports" has free membership and resume assistance for women in the spots industry out of work. While not purely facilities management-related, there are FM positions regularly posted through their site (collegiate & professional venues) |
| 173.52.25.31   | NYC          | 1-Sep-09      | IFMA has their career website. And, the NY chapter has a career group that has meetings and forwards emails of open positions.   |
| 209.171.47.7   | Ontario      | 3-Sep-09      | No, I am not aware   |
| 97.101.203.48  | Orlando      | 4-Sep-09      | None   |

| IP Address      | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them:   |
|-----------------|--------------|---------------|--|
| 204.97.218.131  | Orlando      | 2-Sep-09      | Becoming a member of IFMA and utilizing the job line; Also, becoming a CFM (if not already) since that will make them stand out better among many candidates for the same position |
| 64.221.153.2    | Orlando      | 2-Sep-09      | None   |
| 205.172.172.132 | Orlando      | 8-Sep-09      | Only the IFMA postings and the payment plan to continue membership that has been extended to unemployed members.   |
| 74.2.150.115    | Phoenix      | 7-Sep-09      | None currently   |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|----------------|--------------|---------------|--|
| 148.126.100.82 | Phoenix      | 3-Sep-09      |  |
| 170.12.232.243 | Michigan     | 2-Sep-09      |  |
| 76.10.71.125   | Dakotas      | 3-Sep-09      |  |
| 81.82.150.45   | LinkedIn 1   | 29-Aug-09     |  |
| 131.107.0.106  | Dakotas      | 3-Sep-09      |  |

| IP Address      | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|-----------------|--------------|---------------|--|
| 64.173.35.10    | California   | 31-Aug-09     |  |
| 143.112.144.129 | BC           | 2-Sep-09      |  |
| 199.253.130.17  | Dakotas      | 8-Sep-09      |  |
| 208.89.76.203   | LinkedIn 1   | 3-Sep-09      |  |
| 86.96.226.16    | LinkedIn 1   | 25-Aug-09     |  |
| 32.42.4.130     | LinkedIn 1   | 25-Aug-09     |  |
| 86.7.163.167    | LinkedIn 1   | 24-Aug-09     |  |
| 83.163.138.236  | LinkedIn 1   | 24-Aug-09     |  |
| 38.112.96.194   | Ontario      | 8-Sep-09      |  |
| 76.236.212.123  | LinkedIn 1   | 24-Aug-09     |  |
| 142.52.81.11    | BC           | 3-Sep-09      |  |
| 65.126.202.253  | California   | 1-Sep-09      |  |
| 70.0.62.100     | Phoenix      | 2-Sep-09      |  |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|----------------|--------------|---------------|--|
| 195.245.223.4  | LinkedIn 1   | 25-Aug-09     |  |
| 69.243.47.201  | LinkedIn 1   | 24-Aug-09     |  |
| 146.9.23.217   | Michigan     | 2-Sep-09      |  |
| 24.220.8.27    | Dakotas      | 3-Sep-09      |  |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     |  |
| 66.162.30.190  | Orlando      | 2-Sep-09      |  |
| 206.53.157.139 | California   | 31-Aug-09     |  |
| 198.162.158.16 | BC           | 9-Sep-09      |  |
| 97.102.131.32  | Orlando      | 2-Sep         |  |
| 205.142.252.21 | California   | 1-Sep-09      |  |
| 67.36.75.49    | Michigan     | 2-Sep-09      |  |

| IP Address     | Survey Group | Date Answered | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|----------------|--------------|---------------|--|
| 69.200.226.208 | NYC          | 7-Sep-09      |  |
| 68.143.133.245 | LinkedIn 1   | 25-Aug-09     |  |
| 97.122.209.85  | LinkedIn 1   | 24-Aug-09     |  |
| 207.200.116.73 | LinkedIn 2   | 2-Sep-09      |  |
| 205.188.116.5  | LinkedIn 2   | 2-Sep-09      |  |
| 75.144.174.17  | LinkedIn 2   | 2-Sep-09      |  |
| 69.61.210.185  | LinkedIn 2   | 1-Sep-09      |  |
| 74.218.64.62   | LinkedIn 2   | 1-Sep-09      |  |

|                |              |               | Do you know of any initiatives meant to assist out-of-work FMs find employment? If so, please list some of them: |
|----------------|--------------|---------------|--|
| IP Address     | Survey Group | Date Answered |  |
| 199.79.112.254 | Linkedin 2   | 4-Sep-09      |  |



| IP Address      | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain   |
|-----------------|--------------|---------------|---|
| 143.61.249.29   | Orlando      | 2-Sep-09      | vital   |
| 125.63.75.130   | LinkedIn 1   | 24-Aug-09     |   |
| 216.18.16.98    | BC           | 2-Sep-09      | Compare facilities and concerns Support   |
| 216.220.46.186  | Ontario      | 3-Sep-09      | I know it is important and alot of people use it. However can I see it in our environment - not really since the organization perfers you don't use it. |
| 132.235.125.165 | Dakotas      | 3-Sep-09      |   |
| 99.239.125.66   | Ontario      | 3-Sep-09      |   |
|                 |              |               |   |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 72.175.189.183 | Michigan     | 5-Sep-09      | the importance of networking cannot be over stated. From sharing of strategies to employment opportunities. Often a contracted resource either is promoted or avoided based on networking experinces.  |
| 68.214.17.73   | Linkedin 2   | 8-Sep-09      | In today's evolving and competitive facility environment, the best way to share and learn the industry's most current Tactics, Techniques, and Procedures (TTP's) is through networking with other facility professionals. Some TTP's are more effecient (cut more costs and are more effective) in different facilities due to building or work force specifics. However, social networking (whether online or in person) provides the best conduit for learning how others have sought or attained their competitive edge without approaching the cost-plus, P&L budget precipice! |

| IP Address    | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|---------------|--------------|---------------|--|
| 75.155.129.96 | BC           | 7-Sep-09      | I find that as FM's we all have similar challenges and concerns. Talking these issues out with others who understand your challenges is EXTREMELY beneficial. Why reinvent the wheel if you don't have to.           |
| 12.111.112.56 | California   | 31-Aug-09     | Non-posted job opening are likely found through networking.  |
| 69.38.24.117  | Orlando      | 2-Sep-09      | Word of mouth is the best source for even myself as a manager. There is only some much you can verify so having a personal recommendation can be a positive factor.  |
| 66.37.130.51  | Phoenix      | 3-Sep-09      |  |
| 192.31.106.34 | Linkedin 2   | 1-Sep-09      | Good source for sharing vendor information. For example - frank feedback on warranty support or reliability of HVAC systems. Linkin has been helpful to understand what others are using without a "Sales Rep" spin. |
| 38.104.62.182 | Linkedin 2   | 2-Sep-09      | In order to meet key contacts social networking is neccessary for all meet and greets  |
| 204.50.19.6   | BC           | 2-Sep-09      | not a Manager just a FMP   |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 12.104.148.2   | California   | 1-Sep-09      | Social networking plays a very big role as a facilities manager. It helps to develop relationships that can be of big benefit to assist in projects within the campus. In addition, it provides good resources for information that as a Facilities Manager I would not be aware of. |
| 216.49.181.254 | California   | 31-Aug-09     | Social networking enables a Facility Manager to find solutions to problems that others have encountered. Tapping into others expertise is also another valuable outcome of networking.   |
| 63.86.92.198   | Dakotas      | 3-Sep-09      | Critical. We've started a Facilities Manager group from companies within the city to share ideas, trends, and strategies.  |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 69.47.115.17   | Michigan     | 9-Sep-09      | it helps build professional relationships and provides the knowledge base for future job prospects   |
| 69.156.145.135 | Ontario      | 3-Sep-09      | Social Networking is important for Facility Managers working in the field and those looking for employment. Those working in the field can share information, benchmarking, ect. and those seeking employment may be able to get leads for job openings from other Facility Managers that may be aware of an upcoming job opportunity. |
| 216.16.236.150 | Ontario      | 3-Sep-09      | Not quite certain - to be honest, I am not big on social networking sites. There is one FM I know who recently invited me to join him at "linkedIn", but my company's policy does not support access to social networking sites from work computers. Therefore, if I did join him, it would have to be from my home computer.          |
| 64.42.80.198   | Ontario      | 3-Sep-09      |  |
| 203.18.176.243 | BC           | 8-Sep-09      | keeping up to pace with local market trends, competitive sources   |
| 134.129.73.70  | Dakotas      | 9-Sep-09      | Social networking is key, in our geographic it is very much "who you know".  |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 24.128.223.123 | NYC          | 31-Aug-09     |  |
| 66.170.246.10  | Linkedin 2   | 8-Sep-09      | Very little. The game has changed. Now, it is how much can you do, not who you know. In the past FM's picked up the phone and called vendors or purchased new. Today you have to make repairs in-house because there is no capital improvement money and the budgets are slashed. "Make it work, keep it working or we will find someone who can." I replaced a FM with 9 years exp. He had little hands on exp. and was specialized in management not in operational maintenance. The last I heard he was still unemployed after 10 months. |
| 76.98.203.248  | Linkedin 2   | 1-Sep-09      | Possibilities for future use.  |
| 75.24.106.210  | Linkedin 2   | 7-Sep-09      |  |
| 209.184.143.25 | Linkedin 2   | 2-Sep-09      | Huge Role, When I lost my job early 2000. I did not have a network and found it very hard to find a job. Since that time, I have ingrated networking into my life as a facilities Manager. I feel confident in the vent i need to find another job, the network I have now will aide me in my search.  |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain   |
|----------------|--------------|---------------|---|
| 87.246.166.240 | Linkedin 2   | 2-Sep-09      | Quite big role. Mostly because as a social person facility manager should help to find solutions for clients to their problems. Personal contacts in this business are very important if you know nobody, than it means that nobody can advice you as partner for facility management |
| 94.6.130.51    | Linkedin 2   | 11-Sep-09     |   |
| 207.34.170.253 | BC           | 3-Sep-09      | The monthly local IFMA chapter meetings are beneficial  |
| 12.162.213.5   | Dakotas      | 3-Sep-09      | It is key to have social networking in this line of work. You grow and learn from each other. No need to re-event the wheel every time. It seems to be hard to get into the business, but once you are in and start networking the opportunities seem to grow.                        |
| 64.62.103.194  | Phoenix      | 11-Sep-09     | Huge! Nowadays... it's not what you know, it's who you know. But to have that facility management knack is also very essential.   |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 142.52.81.11   | BC           | 2-Sep-09      | Very important, the added benefit on calling up a colleague in search of external consultants or even asking for a reference. In addition, when searching for new employment opportunities, social networking within IFMA is important |
| 208.251.229.93 | Linkedin 2   | 2-Sep-09      | I look to social networking for solutions to similar problems that other facility managers have run into.  |
| 148.167.2.60   | Phoenix      | 9-Sep-09      |  |
| 209.104.249.90 | LinkedIn 1   | 25-Aug-09     |  |
| 196.30.133.241 | LinkedIn 1   | 24-Aug-09     |  |
| 75.74.26.179   | LinkedIn 1   | 24-Aug-09     |  |



| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain |
|----------------|--------------|---------------|---|
| 205.188.116.80 | LinkedIn 1   | 25-Aug-09     |   |
| 99.179.98.192  | LinkedIn 1   | 24-Aug-09     |   |
| 192.236.20.107 | LinkedIn 1   | 25-Aug-09     |   |
| 24.189.245.33  | LinkedIn 1   | 25-Aug-09     |   |
| 173.73.12.18   | LinkedIn 1   | 24-Aug-09     |   |
| 75.194.205.187 | LinkedIn 1   | 25-Aug-09     |   |
| 20.139.226.50  | LinkedIn 1   | 24-Aug-09     |   |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain |
|----------------|--------------|---------------|---|
| 67.197.121.112 | LinkedIn 1   | 26-Aug-09     |   |
| 59.93.78.197   | LinkedIn 1   | 24-Aug-09     |   |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     |   |
| 65.243.44.170  | LinkedIn 1   | 24-Aug-09     |   |
| 65.242.46.2    | LinkedIn 1   | 24-Aug-09     |   |
| 210.55.128.254 | LinkedIn 1   | 24-Aug-09     |   |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain |
|----------------|--------------|---------------|---|
| 65.207.212.113 | LinkedIn 1   | 10-Sep-09     |   |
| 64.0.30.244    | LinkedIn 1   | 26-Aug-09     |   |
| 74.232.2.203   | LinkedIn 1   | 25-Aug-09     |   |
| 64.12.116.80   | LinkedIn 1   | 24-Aug-09     |   |
| 203.13.168.24  | LinkedIn 1   | 24-Aug-09     |   |
| 74.218.64.62   | LinkedIn 1   | 25-Aug-09     |   |
| 75.211.100.241 | LinkedIn 1   | 26-Aug-09     |   |
| 98.216.161.15  | LinkedIn 1   | 24-Aug-09     |   |
| 98.236.189.114 | LinkedIn 1   | 8-Sep-09      |   |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 99.144.149.6   | LinkedIn 1   | 24-Aug-09     |  |
| 204.239.136.99 | BC           | 2-Sep-09      | Discussing latest issues/resolutions to same   |
| 199.175.128.1  | BC           | 2-Sep-09      | an important role to keep in touch with vendors and products that may reduce operations and maint. costs   |
| 70.70.225.39   | BC           | 2-Sep-09      | important- any problem you have has been solved by someone. Great place to network is Utility Council or other councils in IFMA.   |
| 142.58.181.176 | BC           | 2-Sep-09      | Don't have time for any more interruptions of "tweets" etc..<br>Don't use social networking at the moment for personal or professional exchanges. Distrust putting personal information on Facebook. |
| 70.210.203.141 | California   | 2-Sep-09      | Very important role.   |
| 66.172.221.209 | Dakotas      | 3-Sep-09      | I see little if any role.  |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 65.101.99.238  | Dakotas      | 3-Sep-09      | Yes, At our monthly meetings we discuss jobs and any current openings that are available in our area.  |
| 64.112.201.178 | Michigan     | 2-Sep-09      | Easier to kept track of people and stay in touch   |
| 208.132.238.45 | NYC          | 1-Sep-09      | Social networking is important both for information sharing and for future job opportunities.  |
| 173.52.25.31   | NYC          | 1-Sep-09      | It's an important, necessary part of looking for work, as well as looking for vendors. You never know who knows someone that has what you are looking for. |
| 209.171.47.7   | Ontario      | 3-Sep-09      | Certainly it would be of benefit with respect to idea exchange   |
| 97.101.203.48  | Orlando      | 4-Sep-09      | IFMA member and had networking provide some potential persons to contact   |

| IP Address      | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain   |
|-----------------|--------------|---------------|---|
| 204.97.218.131  | Orlando      | 2-Sep-09      | Big role, you get to know more people in the field and then know you, it helps when you are looking for a position to have people recommend you or tell you about positions they know of                                    |
| 64.221.153.2    | Orlando      | 2-Sep-09      | Among my 'customers' it is a big roll. I need to have my customers see me as a friend that they can come to any time. By doing this I'm able to avert many problems before they become big problems.                        |
| 205.172.172.132 | Orlando      | 8-Sep-09      | Our County Manager has had software installed on our servers that block on any social networking sites. I do use the internet quite a bit for FM information and recieve a substantial amount of FM site email newsletters. |
| 74.2.150.115    | Phoenix      | 7-Sep-09      | Very important. Never hurts to get your name out there or get to know people who just might know of an opportunity out there in the market place.   |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 148.126.100.82 | Phoenix      | 3-Sep-09      | Sharing ideas - networking   |
| 170.12.232.243 | Michigan     | 2-Sep-09      |  |
| 76.10.71.125   | Dakotas      | 3-Sep-09      | Reviewing new products, solving problems, new regulations information and dealing with them.   |
| 81.82.150.45   | LinkedIn 1   | 29-Aug-09     |  |
| 131.107.0.106  | Dakotas      | 3-Sep-09      | Networking for professional contacts to share information and best practices. Help finding employment for out of work or those seeking new employment. |

| IP Address      | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|-----------------|--------------|---------------|--|
| 64.173.35.10    | California   | 31-Aug-09     |  |
| 143.112.144.129 | BC           | 2-Sep-09      |  |
| 199.253.130.17  | Dakotas      | 8-Sep-09      | This helps us stay connected in our local area and share idea's  |
| 208.89.76.203   | LinkedIn 1   | 3-Sep-09      |  |
| 86.96.226.16    | LinkedIn 1   | 25-Aug-09     |  |
| 32.42.4.130     | LinkedIn 1   | 25-Aug-09     |  |
| 86.7.163.167    | LinkedIn 1   | 24-Aug-09     |  |
| 83.163.138.236  | LinkedIn 1   | 24-Aug-09     |  |
| 38.112.96.194   | Ontario      | 8-Sep-09      |  |
| 76.236.212.123  | LinkedIn 1   | 24-Aug-09     |  |
| 142.52.81.11    | BC           | 3-Sep-09      | Networking is a great way not to reinvent the wheel. I attend conferences and meetings through IFMA and BOMI in order to discuss current issues and seek tried and tested solutions. |
| 65.126.202.253  | California   | 1-Sep-09      |  |
| 70.0.62.100     | Phoenix      | 2-Sep-09      |  |



| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 195.245.223.4  | LinkedIn 1   | 25-Aug-09     |  |
| 69.243.47.201  | LinkedIn 1   | 24-Aug-09     |  |
| 146.9.23.217   | Michigan     | 2-Sep-09      |  |
| 24.220.8.27    | Dakotas      | 3-Sep-09      | Stay active with local and regional facility management groups by attending monthly meetings and being accessible to peers should they have any questions. |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     |  |
| 66.162.30.190  | Orlando      | 2-Sep-09      | little   |
| 206.53.157.139 | California   | 31-Aug-09     | Very valuable, but sometimes difficult to make happen  |
| 198.162.158.16 | BC           | 9-Sep-09      |  |
| 97.102.131.32  | Orlando      | 2-Sep         |  |
| 205.142.252.21 | California   | 1-Sep-09      |  |
| 67.36.75.49    | Michigan     | 2-Sep-09      | I have little or no time for social networking   |

| IP Address     | Survey Group | Date Answered | What role do you see social networking playing in your work as a facility manager? Please explain  |
|----------------|--------------|---------------|--|
| 69.200.226.208 | NYC          | 7-Sep-09      | very important. I find that when I have a particular problem I can call on any number of facility managers and ask for help. They are more than willing to give you their knowledge and advise you on what steps to take in the particular problem |
| 68.143.133.245 | LinkedIn 1   | 25-Aug-09     |  |
| 97.122.209.85  | LinkedIn 1   | 24-Aug-09     |  |
| 207.200.116.73 | LinkedIn 2   | 2-Sep-09      | Little at this time ans most of the time is spent looking for employment. I was let go from a company where I was employed for 32 years, and the market has change drastically.  |
| 205.188.116.5  | LinkedIn 2   | 2-Sep-09      | network, network, network, network, oh.....and networking. If you're not out front no one will know who you are when the time comes to find a new position (as I am now) when you firm starts downhill.  |
| 75.144.174.17  | LinkedIn 2   | 2-Sep-09      | Very little, quite frankly this is not an industry overflowing with computer literate nor social networking gurus. I am not trying to come off as a snob, I am sure I am but...  |
| 69.61.210.185  | LinkedIn 2   | 1-Sep-09      |  |
| 74.218.64.62   | LinkedIn 2   | 1-Sep-09      | Critical - always learning from others   |

|                |                 |                  | What role do you see social<br>networking playing in your work<br>as a facility manager? Please<br>explain |
|----------------|-----------------|------------------|--|
| IP Address     | Survey<br>Group | Date<br>Answered |  |
| 199.79.112.254 | Linkedin 2      | 4-Sep-09         |  |

| IP Address      | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|-----------------|--------------|---------------|---|
| 143.61.249.29   | Orlando      | 2-Sep-09      |   |
| 125.63.75.130   | LinkedIn 1   | 24-Aug-09     | ngwin@nutter.com  |
| 216.18.16.98    | BC           | 2-Sep-09      |   |
| 216.220.46.186  | Ontario      | 3-Sep-09      | madhatter@dcdriller.com   |
| 132.235.125.165 | Dakotas      | 3-Sep-09      | sherry@scoularconsulting.com  |
| 99.239.125.66   | Ontario      | 3-Sep-09      |   |
|                 |              |               |   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 72.175.189.183 | Michigan     | 5-Sep-09      |   |
| 68.214.17.73   | Linkedin 2   | 8-Sep-09      |   |

| IP Address    | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|---------------|--------------|---------------|---|
| 75.155.129.96 | BC           | 7-Sep-09      | spennick@dsfm.co.za   |
| 12.111.112.56 | California   | 31-Aug-09     |   |
| 69.38.24.117  | Orlando      | 2-Sep-09      |   |
| 66.37.130.51  | Phoenix      | 3-Sep-09      | bcarman@firstcommunity.org  |
| 192.31.106.34 | Linkedin 2   | 1-Sep-09      | thasty@leegov.com   |
| 38.104.62.182 | Linkedin 2   | 2-Sep-09      |   |
| 204.50.19.6   | BC           | 2-Sep-09      | jlarryware@gmail.com  |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 12.104.148.2   | California   | 1-Sep-09      |   |
| 216.49.181.254 | California   | 31-Aug-09     |   |
| 63.86.92.198   | Dakotas      | 3-Sep-09      | telayla@gmail.com   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 69.47.115.17   | Michigan     | 9-Sep-09      |   |
| 69.156.145.135 | Ontario      | 3-Sep-09      |   |
| 216.16.236.150 | Ontario      | 3-Sep-09      |   |
| 64.42.80.198   | Ontario      | 3-Sep-09      |   |
| 203.18.176.243 | BC           | 8-Sep-09      | fred_livingston@wycliffe.org  |
| 134.129.73.70  | Dakotas      | 9-Sep-09      | phogg@richmond.ca   |



| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 24.128.223.123 | NYC          | 31-Aug-09     |   |
| 66.170.246.10  | Linkedin 2   | 8-Sep-09      |   |
| 76.98.203.248  | Linkedin 2   | 1-Sep-09      | rtiffany331@gmail.com   |
| 75.24.106.210  | Linkedin 2   | 7-Sep-09      |   |
| 209.184.143.25 | Linkedin 2   | 2-Sep-09      |   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 87.246.166.240 | Linkedin 2   | 2-Sep-09      |   |
| 94.6.130.51    | Linkedin 2   | 11-Sep-09     |   |
| 207.34.170.253 | BC           | 3-Sep-09      | wayne.savill@newedgegroup.com   |
| 12.162.213.5   | Dakotas      | 3-Sep-09      |   |
| 64.62.103.194  | Phoenix      | 11-Sep-09     |   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 142.52.81.11   | BC           | 2-Sep-09      | annsleah25@yahoo.com  |
| 208.251.229.93 | Linkedin 2   | 2-Sep-09      |   |
| 148.167.2.60   | Phoenix      | 9-Sep-09      |   |
| 209.104.249.90 | LinkedIn 1   | 25-Aug-09     | albert.debeer@sitel.com   |
| 196.30.133.241 | LinkedIn 1   | 24-Aug-09     | bethanne1@columbus.rr.com   |
| 75.74.26.179   | LinkedIn 1   | 24-Aug-09     | damesrj@hotmail.com   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 205.188.116.80 | LinkedIn 1   | 25-Aug-09     | dongelinas@aol.com  |
| 99.179.98.192  | LinkedIn 1   | 24-Aug-09     | E-mail interview, yes<br>Facility.Guru@yahoo.com  |
| 192.236.20.107 | LinkedIn 1   | 25-Aug-09     | james.flaherty@sodexo.com   |
| 24.189.245.33  | LinkedIn 1   | 25-Aug-09     | jbus379@aol.com   |
| 173.73.12.18   | LinkedIn 1   | 24-Aug-09     | kboyd@gcfd.org  |
| 75.194.205.187 | LinkedIn 1   | 25-Aug-09     | maggie@maggiemoves.com  |
| 20.139.226.50  | LinkedIn 1   | 24-Aug-09     | rtiffany331@gmail.com   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 67.197.121.112 | LinkedIn 1   | 26-Aug-09     | sextons@comporium.net   |
| 59.93.78.197   | LinkedIn 1   | 24-Aug-09     | sksingh71@gmail.com   |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     | tfitzgerald@dolben.com  |
| 65.243.44.170  | LinkedIn 1   | 24-Aug-09     |   |
| 65.242.46.2    | LinkedIn 1   | 24-Aug-09     |   |
| 210.55.128.254 | LinkedIn 1   | 24-Aug-09     |   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 65.207.212.113 | LinkedIn 1   | 10-Sep-09     |   |
| 64.0.30.244    | LinkedIn 1   | 26-Aug-09     |   |
| 74.232.2.203   | LinkedIn 1   | 25-Aug-09     |   |
| 64.12.116.80   | LinkedIn 1   | 24-Aug-09     |   |
| 203.13.168.24  | LinkedIn 1   | 24-Aug-09     |   |
| 74.218.64.62   | LinkedIn 1   | 25-Aug-09     |   |
| 75.211.100.241 | LinkedIn 1   | 26-Aug-09     |   |
| 98.216.161.15  | LinkedIn 1   | 24-Aug-09     |   |
| 98.236.189.114 | LinkedIn 1   | 8-Sep-09      |   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 99.144.149.6   | LinkedIn 1   | 24-Aug-09     |   |
| 204.239.136.99 | BC           | 2-Sep-09      | gilles.brunet@cbre.com  |
| 199.175.128.1  | BC           | 2-Sep-09      | jcolburn@charterinternet.com  |
| 70.70.225.39   | BC           | 2-Sep-09      |   |
| 142.58.181.176 | BC           | 2-Sep-09      |   |
| 70.210.203.141 | California   | 2-Sep-09      |   |
| 66.172.221.209 | Dakotas      | 3-Sep-09      | chongck@ldschurch.org   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 65.101.99.238  | Dakotas      | 3-Sep-09      | Do not wish to - thanks!!   |
| 64.112.201.178 | Michigan     | 2-Sep-09      | becker@chapman.com  |
| 208.132.238.45 | NYC          | 1-Sep-09      |   |
| 173.52.25.31   | NYC          | 1-Sep-09      |   |
| 209.171.47.7   | Ontario      | 3-Sep-09      | jbusic@loyalty.com  |
| 97.101.203.48  | Orlando      | 4-Sep-09      | jbziggy@earthlink.net   |



| IP Address      | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|-----------------|--------------|---------------|---|
| 204.97.218.131  | Orlando      | 2-Sep-09      |   |
| 64.221.153.2    | Orlando      | 2-Sep-09      |   |
| 205.172.172.132 | Orlando      | 8-Sep-09      |   |
| 74.2.150.115    | Phoenix      | 7-Sep-09      |   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 148.126.100.82 | Phoenix      | 3-Sep-09      |   |
| 170.12.232.243 | Michigan     | 2-Sep-09      |   |
| 76.10.71.125   | Dakotas      | 3-Sep-09      | depends when...<br>gallen@glatting.com  |
| 81.82.150.45   | LinkedIn 1   | 29-Aug-09     |   |
| 131.107.0.106  | Dakotas      | 3-Sep-09      |   |

| IP Address      | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|-----------------|--------------|---------------|---|
| 64.173.35.10    | California   | 31-Aug-09     |   |
| 143.112.144.129 | BC           | 2-Sep-09      |   |
| 199.253.130.17  | Dakotas      | 8-Sep-09      |   |
| 208.89.76.203   | LinkedIn 1   | 3-Sep-09      |   |
| 86.96.226.16    | LinkedIn 1   | 25-Aug-09     |   |
| 32.42.4.130     | LinkedIn 1   | 25-Aug-09     | claudia.jarro@sun.com   |
| 86.7.163.167    | LinkedIn 1   | 24-Aug-09     | denisejbowyer@hotmail.com   |
| 83.163.138.236  | LinkedIn 1   | 24-Aug-09     | deniss.hohlovs@gmail.com  |
| 38.112.96.194   | Ontario      | 8-Sep-09      | dking@universalamerican.com   |
| 76.236.212.123  | LinkedIn 1   | 24-Aug-09     | kkneed@aol.com  |
| 142.52.81.11    | BC           | 3-Sep-09      | ktan42@csc.com  |
| 65.126.202.253  | California   | 1-Sep-09      |   |
| 70.0.62.100     | Phoenix      | 2-Sep-09      |   |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 195.245.223.4  | LinkedIn 1   | 25-Aug-09     |   |
| 69.243.47.201  | LinkedIn 1   | 24-Aug-09     |   |
| 146.9.23.217   | Michigan     | 2-Sep-09      | richard_mell@mmi.net  |
| 24.220.8.27    | Dakotas      | 3-Sep-09      |   |
| 173.8.212.209  | LinkedIn 1   | 24-Aug-09     |   |
| 66.162.30.190  | Orlando      | 2-Sep-09      |   |
| 206.53.157.139 | California   | 31-Aug-09     | mhearn@coffeebean.com   |
| 198.162.158.16 | BC           | 9-Sep-09      | igonzalez@pelco.com   |
| 97.102.131.32  | Orlando      | 2-Sep         | linda.wilson@portmetrovanco   |
| 205.142.252.21 | California   | 1-Sep-09      | uver.com  |
| 67.36.75.49    | Michigan     | 2-Sep-09      | seanbondar@comcast.net  |

| IP Address     | Survey Group | Date Answered | Do you mind being contacted for an interview? If so, please leave your e-mail address here: |
|----------------|--------------|---------------|---|
| 69.200.226.208 | NYC          | 7-Sep-09      | marlenew@nyc.rr.com   |
| 68.143.133.245 | LinkedIn 1   | 25-Aug-09     | pickensjeff@yahoo.com   |
| 97.122.209.85  | LinkedIn 1   | 24-Aug-09     | reetzcok@live.com   |
| 207.200.116.73 | LinkedIn 2   | 2-Sep-09      | FrederickTMeyer@aol.com   |
| 205.188.116.5  | LinkedIn 2   | 2-Sep-09      | rushlowc@hastingscounty.com   |
| 75.144.174.17  | LinkedIn 2   | 2-Sep-09      | teresa.camarata@brevardcounty.us  |
| 69.61.210.185  | LinkedIn 2   | 1-Sep-09      |   |
| 74.218.64.62   | LinkedIn 2   | 1-Sep-09      | hwerner@walbridge.com   |

|                |                 |                  | Do you mind being contacted<br>for an interview? If so, please<br>leave your e-mail address<br>here: |
|----------------|-----------------|------------------|--|
| IP Address     | Survey<br>Group | Date<br>Answered |  |
| 199.79.112.254 | Linkedin 2      | 4-Sep-09         |  |

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